

The Performance of Organization Through Commitment, Organizational Culture And Satisfaction At Pt Lpei

Siti Safaria

Lecturer of Perbanas Institute

Abstract: *The purpose of this research is to know the performance of organization through commitment, organizational culture and satisfaction at PT Lembaga Pembiayaan Ekspor Indonesia (LPEI)/ Indonesian Exim bank (IEB). Method survey research using questionnaire with sample 100 employees (LPEI) SPSS version 22.0. The result of his research commitment has a significant effect on employee satisfaction and also on employee performance. While the culture has a significant effect on satisfaction but has no effect on employee performance then employee satisfaction has an effect on significantly to employee performance. Variable Commitment of employees spend their career in company, devoting their time maximally need attention from company at aspect of variable of organizational culture, variable of employee satisfaction with complete equipment increase satisfaction. On the performance of employees such as teamwork get attention in order to achieve company goals*

Keywords: *Employee performance, employee satisfaction, commitment, organizational culture*

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I. INTRODUCTION

1.1 Background

Export Financing Institute of Indonesia (LPEI in Indonesian) is a new established company or anew established institute which was working under other company with *Bank Indonesia Co.* as its name. It cause changes on characteristic of working culture which were used by the time of surroundings development on the institute activities and other activities which have never been done by *Bank Indonesia Co.* Export Financing Institute of Indonesia (LPEI)in Indonesian)-*Indonesia Eximbank (IEB)* in Indonesian) has the function of supporting national export program through financing the national export which are given in the form of financing, guarantee, insurance, and advisory services, also in filling the discrepancy that is happened in export financing. On doing its duties, LPEI is able to do guiding process and gives consultation service to the bank, to the financing institute, to the exporter and producer of exported item, especially for a micro business, a small business, a medium business, and also for a cooperative (UMKMK in Indonesian). Besides all of them, LPEI is authorized on determining the national level of export financing scheme, and to do a national export financing restructuration.

The institute is relying from the quality of human resources for its success on achieving its vision and mission, so the commitment and satisfaction problems are very essential to the operation activity. Other than that, the match of the valid commitment and satisfaction with the employee, could increase work productivity. Empowerment is also very important because it also has to do with development, on giving salary, bonus and reward on employee's performance. The employee empowerment application will give benefits in the future, on giving fast response to surroundings changes. The adjusting perception of the organization culture characteristic with an employee and the empowerment success of *Indonesia Eximbank* will give effect on work satisfaction enhancement of its employees.

With the organization's changes that is mentioned, so the human resources which is what Export Financing Institute of Indonesia got, has to have the ability in running business, to remember the factor of the service given by *LPEI's* employee is determine on the company's success in the future. The human resources ability that the company already has, always have to be honed through work experience, training, commitment, work satisfaction, work motivation, etc.

Employee that has high work commitment will have the feel of responsibility on working, have the maximum work spirit, and also have the faith on the company's values, so they make efforts to increase their performance on achieving the company's purpose.

The result observation from Harrison and Hubard (1998) in UnaÖmerFaruk, said that commitment has the influence of (the success) organization outcomes. An employee has a high involvement on working when an

employee does not have the will to quit from the company, that in this case is the basic asset to push high productivity. This opinion is supported by Moncrief et al (1997) who said that employee's high commitment towards an organization will give influence on employee's performance. This observation's result shows that commitment (having passion, willing, also having emotional attachment) has positive influence towards human resources performance, which means it will increase Financing Institute work performance with having high commitment. An employee that has high work commitment will increase the employee's responsibility on the task, a maximum work spirit, and also having the faith of the company's values so they maintain to increase their performance on achieving the company's purpose.

This theoretical relation is supported by some of empirical observations which also found that culture organization, work satisfaction, and organizational commitment have positive influence and it is significant towards employee performance (in example from McKinnon et al. (2003);; also Gunlu et al. (2010)).

But, there are some of empirical observation which found that culture organization, work satisfaction, and organization commitment do not have significant influence towards employee's performance (in example from Mc, Neese –Smith (1996) Crossman and Zaki (2003); Chang and Lee (2007); also Yiing and Ahmad (2009)).

Commitment Observation on performance, which was done by Abdullah dan Arisanti (2010): it does not have significant influence, Widodo and Kamilah (2011): it has positive significant influence, Desmiyawati and Witaliza (2012): it does not have significant influence, Mufarrohah, et.al. (2013): it has negative influence which got GAP research. The next Organization Culture Research towards Organization Performance has Gap Soedjono's Research (2005): it has positive significant influence, Brahmasari and Suprayetno (2008): it has positive significant influence, Widodo and Kamilah (2011): it has positive significant influence, Mufarrohah, et.al. (2013): it has positive significant influence, as for Abdullah and Arisanti (2010): it does not have significant influence, Hilman and Siam (2014): it does not have significant influence.

In this time of strict competitive, Export Financing Institute of Indonesia Co. has to increase more of its work performance in order to get back its achievement on the determined target. One of the efforts is to increase commitment and fix the employee satisfaction. The reason is because commitment and employee's work satisfaction is an important thing to be considered in spur the employee performance. Work satisfaction is one of the keys that has to be noticed to produce a better performance and suitable with the organization's target. Commitment is an asset that is needed in achieving the wanted purpose.

1.2 Observation Purpose

There are some of observation purposes that will be explained below:

- 1) Analyzing organization culture that has positive influence towards work satisfaction,
- 2) Analyzing organization culture that has positive influence towards performance,
- 3) Analyzing organizational commitment that has positive influence towards satisfaction,
- 4) Analyzing organizational commitment that has positive influence towards employee's performance,
- 5) Analyzing work satisfaction that has positive influence towards employee's performance,

Theoretical Review

1. Human Resources Management

The terms of Human Resources management (SDM in Indonesian) is often equated with personal management term, spiritual resources management, officialdom management, labor management, and many other terms. According Priansa (2011:29), states that Human Resources management (SDM in Indonesian) is one of the fields from general management which covers planning aspects, organizing, implementing, and controlling. According to Indah Puji Hartarik (2014:16) human resources management is a science and an art in planning activity, managing, and in development on every human resources potential that existed, and also relation between human in an organization into a certain systematic design, so it is able to achieve its purpose, in individual, in society, and also in organization.

According to expert's opinion, it could be concluded that human resources management (MSDM in Indonesian) is a process which handle many problems in employee's surroundings, staff, laborer, manager, and other work force to be able to support organization or company activity to achieve its determined purpose.

II. ORGANIZATION COMMITMENT

2.1 Organization Commitment Definition

One of the organization commitment success is determined by the management success on growing employee's organizational commitment. Employee's organizational commitment will set the achievement of organization purpose. According to Priansa (2014:234), who said that organizational commitment is the employee loyalties towards the organization, which is reflected from a high involvement to achieve the organization purpose. The employee loyalties reflected through the willingness of employee to always give efforts on being a part of organization, and also a strong willingness to survive in the organization itself.

According to Dessler on Priansa (2014:234), said that organizational commitment is an employee identification towards an agreement to achieve the unit mission or organization mission. According to Wibowo (2014:429), said that organizational commitment is an individual feeling, attitude, and action on self-identifying as a part of organization, which is involved in the organization activity process and the loyalty towards an organization in achieving its purpose.

According to Kreitner and Kinicki on Wibowo (2014:428), said that organization commitment is a deal to do something on your own, to other individual, or to an organization. According to some of the experts, it could be concluded that organization commitment is an employee attitude which is interested with the purpose, the value, and the target of the organization that is shown with an individual acceptance on the value and the purpose of an organization, also it has the willing to work hard for the organization, as the result that the individual stays to survive in the organization to pursue the organization purpose and its continuity.

2.2 Organization Commitment Indicator

According to Priansa (2014:239-243), there are some indicator which could affect the formed of organization commitment, written below:

1. Affective Commitment

Affective commitment (continuance commitment) is defined as an attitude process, where the employee feels that he/she has the connection or the attachment with the organization because it has similarity between the value and the purpose. Affective commitment is loyalty level of employee towards organization. Affective commitment will influence the strength of employee's involvement in organization.

2. Normative Commitment

Normative commitment is a commitment which has employee's norms as the basic, filled with the employee's faith on his/her responsibility in the organization. The key of normative commitment is the obligation to survive in the organization (ought to). Normative commitment is an obligation felt by the employee, that the ideal is to not move to another organization.

3. Continuance Commitment

Continuance commitment is a commitment which is based on rational needs. This commitment is formed upon the base of profit and loss, and has to be considered upon which that has to be sacrificed if the employee wants to stay in an organization.

2.3. Work Satisfaction

2.3.1 The Definition of Work Satisfaction

Work satisfaction (job satisfaction) of an employee has to be created as good as it could be, so the work morale, the dedication, the passion, and the discipline of employee will increase. According to Hasibuan (2012:201), work satisfaction is an emotional attitude which is having the pleasure and the passion on working. This attitude is reflected by work morale, discipline, and work achievement. Work satisfaction is enjoyed in working, outside working, and both combined.

As for Handoko (2009:193), work satisfaction is an emotional situation which is having the pleasure or not having it, while the employee looked upon their task or job. Work satisfaction reflected someone towards his/her job. This existed in employee's positive attitude towards his/her job and everything that the employee is facing in his/her work surroundings.

2.3.2 Work Satisfaction Function

It is often considered that the employee who is getting work satisfaction will do his/her work better. There are many employees with high work satisfaction that do not become employees with high productivity, but they only become as average employees. That work satisfaction is not considered as a strong motivator. At the end of the day, work satisfaction needs to see the employee to be more responsive towards the motivational surroundings that is created.

The satisfied or unsatisfied condition is becoming the feedback which will affect work achievement in the future. So the connection of work satisfaction becomes a continuous system, such as:

1. The relation between Achievement and Work Satisfaction
2. Work Satisfaction, Employee Rotation, and Attendance
3. Work Satisfaction, Age, and Job Stage.
4. How Big The Organization is and Work Satisfaction.

2.3.3 Work Satisfaction Element

According to Hasibuan (2012:203), there are seven elements which affect work satisfaction. Those elements are written below:

1. Giving back a fair and a proper service
2. An appropriate placing which is suitable with skills
3. How heavy or light the task is
4. The atmosphere and the surroundings of work place
5. Equipment which support work implementation
6. The leader's attitude on being a leader
7. If the working attitude is monotonous or not

3.1 Organization Culture

Stoner, et. al. (1996), defining that culture is as a complex mixture from an assumption, behavior, story, myth, metaphor, and other ideas which becomes one to determine the meaning of being a specific organization member. Meanwhile, organization culture is defined as a batch of important idea, such as norms, attitude, and faith, that every organization members have. (Stoner, et.al., 1996). Culture organization is a perception that is embraced by members of an organization, which differentiate the organization with other organizations (Robbins dan Judge, 2013). Organization culture is an archetype that is accepted by the organization to make an action and to solve problem, to create an employee that is able to adapted with the surroundings, and to unite every organization's members (Schein, 2004).

Luthans (2006) stated that organizational culture is considered to have a number of essential characteristics, such as monitored behavior, norms, dominant values, philosophy, regulations, and organizational climate. On the other hand, Kreitner and Klinicki (2005) mentioned that there are three essential characteristics to organizational culture: organizational culture is disseminated to the employees through socialization process, it affects an employee's behavior in work place, and it prevails at two different levels. Let's take an example. If an organization is orienting towards excellent service, its employees will tend to adjust [their attitude] to the organization's culture, and vice versa. Organizational culture can affect and individual's values/ethics, attitudes, assumptions and expectations. Therefore, the blend of cultural society and organizational culture can produce organizational dynamics (Abdullah and Arisanti, 2010).

3.2. Cultural Dimension

Hofstede, et. al. (1993) mentioned that there are six employee's individual's perception dimensions that can create a culture in an organization, namely:

1. Professionalism;
2. Management gap;
3. Trust within co-workers;
4. Systematization;
5. Dispute;
6. Integration.

From several literature reviews above, we can conclude that the organizational culture meant in this research relates to a system of values which its organizational values are looked upon by the members of the organization that affect their work and attitude (Abdullah and Arisanti, 2010).

2.4. Employees' Performance

2.4.1. Definition

In general, employees' performance refers to the result produced by employees' work in order to achieve the goals that has been set. The higher-ups or the managers often fail to monitor until the performance has turned bad or that everything starts going south. Every so often, the manager does not realize how bad the performance has declined that the company has to face serious crisis. The bad impressions from such organization will be disadvantaging for there have been neglections on the deteriorating performances.

Wilson (2012: 231) defines performance as a result of achieved tasks in accordance with job requirements. A job has its own requirements to be able to be carried out in order to achieve job standards. Mangkunegara (2006: 112) defines employees' performance as a result of quality and quantity work achieved by an employee in carrying out his/her tasks responsibly. Simamora (2004: 36) states that performance refers to the level of achievements on tasks that shape an employee's work. It reflects how well an employee complements the requirements in a certain task. An employee's performance is individual for each of them possesses different level in their abilities in carrying out tasks. Management can measure employees for their performance based on their individual performance.

Whereas according to Robertson in Mahsun (2006), the measurement of performance is a work-improvement assessment process towards the goals and objectives that have been determined beforehand, including information on the efficiency in utilizing resources in producing goods/services, the quality of goods/services, and comparing the results with the desired outcome.

2.4.2. Performance Factors

The performance of an employee is determined by the factors that influence it either directly or indirectly. Hasibuan (2006: 94) expresses "Performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation and the role and the level of worker motivation". If the performance of each individual is good, then the expected performance of the company will be good too. Mangkunegara (2009: 67) states that: "Factors that affect the achievement of performance is the factor of ability and motivation. Meanwhile, according to Keith Davis in Mangkunegara (2009: 67) formulated that the factors that can affect performance are:

1. Ability

Psychologically, the ability of employees consists of intelligence quotient (IQ) and ability of reality (knowledge + skill). That is, employees who have an average IQ (IQ 110 - 120) with adequate education for his position and skilled in doing their daily work will be easier to achieve the expected work performance. Therefore, the employee needs to be placed on the job in accordance with his expertise (the right man on the right place, the right man on the right job).

2. Motivation

Motivation is formed from the attitude of an employee in the face of work situations. Motivation is a condition that pushes employees to achieve organizational goals (goals of work). Mental attitude is a mental condition that encourages employees to work to achieve maximum performance. The mental attitude of an employee must be psychophysically mentally prepared (mental attitude, physical, goals and situations). This means that an employee should be mentally prepared, physically capable, understand the main objectives and work targets to be achieved and able to utilize and create a working situation.

2.4.3. Measuring Employee's Performance

Wilson (2012: 234) states that to facilitate the assessment of employee's performance, assessment standards must be clearly measured and understood. A job can be measured through:

a. The amount of work

This dimension indicates the number of jobs produced by individuals or groups as a requirement of standard work.

b. The quality of work

Every employee in the company must meet certain requirements to be able to produce work according to the quality that is demanded in a particular job.

c. Punctuality

Each job has different characteristics; for certain types of work must be completed on time for it depends on other work.

d. Attendance

A certain type of work requires the presence of employees in the work according to the specified time.

e. Cooperating Skills

Not all jobs can be completed by one employee only; for other types of work may have to be completed by two or more employees where cooperation between employees is needed.

Prawirosentono (2010: 27) states that performance can be measured with the following indicators:

a. Effectiveness

Effectiveness is when group goals can be achieved with planned needs.

b. Responsibility

It is an inseparable part or as a result of the ownership of authority.

c. Discipline

That is obedient to the applied laws and rules. Employee discipline is the obedience of employees concerned in honoring the employment agreement with the company where he works.

d. Initiative

Concerned with the power of thought, creativity in the form of an idea related to corporate objectives. The nature of the initiative should receive attention or responses from the company and supervisors. In other words, employee's initiative is the driving force of progress that will ultimately affect employee's performance.

From the description above, since there are many performance criteria, the researchers use the criteria from Prawirosentono which include: effectiveness, responsibility, discipline and initiative. Various types of work performed by employees surely require clear criteria, because each job must have different standards about

achieving the results, as explained that who plays an important role in an organization depends on the performance of employees. In order for employees to work as expected, an employee must be motivated to work to achieve what is desired. If the morale is high then all the work that is given to him will be more quickly and appropriately completed. The work that is quickly and appropriately finished is a good job performance.

Hypothesis Formulation

Based on the theoretical study and framework above, the hypothesis proposed in this research can be formulated as follows:

1. Ha1 : Commitment influences Employee Performance at PT. LPEI
2. Ha2 : Commitment influences Employee Satisfaction at PT. LPEI
3. Ha3 : Culture influences Employee Satisfaction at PT. LPEI
4. Ha4 : Culture influences Employee Performance at PT. LPEI
5. Ha5 : Satisfaction influences Employee Performance at PT. LPEI

III. RESEARCH METHODS

3.1. Method of the Research

The research used descriptive research method. Sugiyono (2013: 54) explains that descriptive research method is a research where the researcher does not make comparison of variables (independent variable and dependent variable) in other samples, and look for the relation of those variables with other variables. This study was conducted to obtain a picture of the influence of transformational leadership and organizational commitment to employee performance at PT LPEI. The method used is survey method, by taking data from the number of sample units derived from the population by questionnaire method as a primary data collection tool. Population in this research is all employees working at PT. LPEI.

3.1.1. Scope of the Research

This research was conducted on employees of PT. LPEI with elements of data that become benchmarks of leadership, organizational commitment and employee performance.

3.1.2. Analysis Unit

Analysis unit was performed on employees of PT. LPEI in Gedung Bursa Efek Jakarta, 8th fl., on JalanJend. SudirmanKav. 52-53 Jakarta 12190.

3.2. Population and Sample

Population

Kuncoro (2013: 118) states that population is a complete group of elements, which are usually people, objects, transactions, or events in which we are interested to study as the object of research. The population in this study is all employees in the HRD at PT. LPEI Indonesia as many as 391 workers while conducting the research in January 2017.

Sample

Sugiyono (2013: 116) states that sample is part of the number of characteristics possessed by the population. When the population is large, and researchers are unlikely to study everything in the population (due to limited funding, energy, and time) then the researcher can use samples taken from the population. The writer uses sampling technique in writing the sample, while to determine the sample to be used in research, the writer uses the probability sampling method.

Sugiyono (2013: 122) explains that determination of sampling is if less than 100, it is better to take everything into account and it will be considered as population study. If the number is of large subjects, samples can be taken between 10% -15% or 20% - 55%. Due to the large number of employees of PT. LPEI amounts to 391 employees, only 100 employees are sampled in this research

3.3. Type and Source of the Data

Type of the Data

Type of approach used in this research is quantitative approach since the research data in the form of numbers and analysis using statistics. According to Sugiyono (2013: 13), quantitative research methods can be interpreted as a research method based on positivism philosophy, used to examine the population or a particular sample, sampling techniques are generally done randomly, data collection using research instruments; data analysis is quantitative or Statistics with the aim to test the hypothesis that has been set. The type of data in this study is primary data. Primary data is data obtained from the first source both from individuals and individuals. This data is the result of filling out a questionnaire about the Culture, Satisfaction and Performance commitments filled by employees of PT. LPEI.

Source of the Data

The source of data used in this research is internal data source. The internal data source is the data source obtained from within the company or organization where the research is conducted. In this research the internal data source is employees of PT. LPEI.

3.4. Data Collecting Method

In this research, the method of data collection used is by spreading questionnaires to employees of PT. Indonesian Export Financing Institution. According to Sugiyono (2013: 192), questionnaire is a technique of data collection conducted by giving a set of questions or written statement to the respondent to answer. Researchers collect and process data obtained from the questionnaire by using Likert scale as the scale of measurement. According to Sugiyono (2013: 136), Likert scale is the scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specified specifically by the researchers, hereinafter referred to as research variables. With the Likert Scale, the variable to be measured is translated into a variable indicator. The indicator is then used as a starting point to arrange the items of instruments that can be a statement or question. Usually the proposed scale consists of 5 or 7 points, where the scale is then summed to get a picture of the behavior.

IV.RESULT OF THE RESEARCH

Work Satisfaction Variable t Test The function of t test is to test the significant regression coefficient, if the independent variable (X) has the influence or not. In this observation, there will be a test on the influence of organization culture and commitment towards employee's satisfaction, using regression analysis with the details below:

a. An individual testing between commitment variable X_1 and satisfaction variable Y

H_{a1} : Commitment Variable has the influence in individually towards work satisfaction variable

The score of t counted from Commitment (X_1) is in the amount of 3,674 with the highest significant level of 0.00 ($< 0,05$). Therefore, Commitment has a significant influence towards Work Satisfaction.

And so H_a is accepted by giving a conclusion that commitment has the influence in individually towards work satisfaction

b. An individual testing between Organization Culture variable X_2 and Satisfaction variable Y

H_{a2} : Culture Variable has the influence in individually towards Work Satisfaction variable

The score of t counted from Organization Culture (X_2) is in the amount of 10.469 with the highest significant level of 0.00 ($< 0,05$). Therefore, Organization Culture has a significant influence towards Employee's Satisfaction.

t Test First structural equation model

$$Y = p_{YX1} X_1 + p_{YX2} X_2 + \varepsilon_1$$

The first structural equation has the influence to commitment and organization culture, also towards employee's satisfaction. From the result R Square's size is in the amount of 0.984. by counting the determinant coefficient as:

$$KD = R^2 \times 100\%$$

$$KD = 0.984 \times 100\%$$

$$KD = 98,4\%$$

The influence of organization culture and commitment towards satisfaction is in the amount of 98.4% and the rest is 11,6% for other variables.

Meanwhile, other variables in coefficient way, outside the observation which has the influence, could be counted with the formula as:

$$p_{\varepsilon 1} = \sqrt{1 - R^2} = 0,126$$

Commitment structural model and organization culture towards employee's satisfaction is such like:

$$Y = p_{YX1} X_1 + p_{YX2} X_2 + \varepsilon_1$$

$$Y = 0.259 X_1 + 0.737 X_2 + 0,126$$

t Test from the second structural model

$$Z = p_{ZX1} X_1 + p_{ZX2} X_2 + p_{ZY} + \varepsilon_2$$

Employee's Performance Variable t Test

t Test has the function to test the significant of regression coefficient, if independent variable (Z) has the influence or not. In this observation, there will be a test on the influence of organization culture and commitment towards employee's satisfaction, using regression analysis with the details below:

c. An individual testing between commitment variable (X_1) and performance variable (Z)

Ha3: Commitment Variable has the influence in individually towards Employee's Performance

The score of t counted from Commitment (X1) is in the amount of 4.289, with the highest significant level of 0.00 (< 0,05). Therefore, Commitment has a significant influence towards Employee's Performance.

d. An individual testing between Organization Culture variable (X₂) and Employee's Performance (Z)

Ha4: Culture Variable has the influence in individually towards Employee's Performance

The score of t counted from Commitment (X2) is in the amount of -1.495, with the highest significant level of 0.138 (> 0,05). Therefore, Organization Culture has a significant influence towards Employee's Performance.

Therefore, Ha is denied by giving a conclusion that commitment has the influence in individually towards Employee's Performance.

e. An individual testing between Satisfaction variable (Y) and Employee's Performance variable Z

Ha5: Employee's Satisfaction Variable the influence in individually towards Employee's Performance

The score of t counted from Satisfaction (Y) is in the amount of 2.672, with the highest significant level of 0.09 (< 0,05). Therefore, Employee's Satisfaction has a significant influence towards Employee's Performance.

Therefore,

Ha5 is accepted by giving a conclusion that Satisfaction has the influence in individually towards Employee's Performance.

The 2nd structural equation model

From the result R Square's size is in the amount of 0.984. by counting the determinant coefficient as:

$$KD = R^2 \times 100\%$$

$$KD = 0.925 \times 100\%$$

$$KD = 92.5 \%$$

The influence of organization culture and commitment towards performance is in the amount of 92.5%

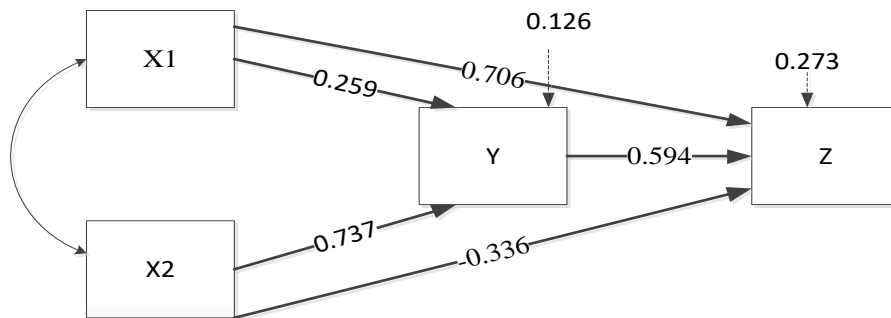
Meanwhile, other variables in coefficient way, outside the observation which has the influence, could be counted with the formula as:

$$\xi_2 = \sqrt{1 - R^2} = 0,273$$

Commitment structural model and organization culture towards employee's performance and satisfaction as intermediary variable is such like:

$$Z = p_{ZX1} + p_{ZX2} + p_{ZY} + \xi_2$$

$$Z = 0.706X1 + 0.336X2 + 0.594 Y + 0.273$$



Picture of 4,2

Upper Analysis of Commitment Variable, organization culture towards employee's performance and satisfaction as intervening variable

Table Analysis of Coefficient in such way

V a r i a b l e	Coefficient	D i r e c t l y	I n d i r e c t l y	T o t a l
X1 towards Y	0 . 2 5 9	0 . 2 5 9		0 . 2 5 9
X2 towards Y	0 . 7 3 7	0 . 7 3 7		0 . 7 3 7
Y towards Z	0 . 5 9 4	0 . 5 9 4		0 . 5 9 4
X1 towards Z	0 . 7 0 6	0 . 7 0 6	0 . 7 0 6 x 0 . 5 9 4 = 0 . 4 1 9	0 . 4 1 9
X2 towards Z	- 0 . 3 3 6	- 0 . 3 3 6	- 0 . 3 3 6 x 0 . 5 9 4 = - 0 . 1 9 9	- 0 . 1 1 9
ξ ₁	0 . 1 2 6	0 . 1 2 6		0 . 1 2 6
ξ ₂	0 . 2 7 3	0 . 2 7 3		0 . 2 7 3

Meanwhile in Commitment, organization culture towards employee's performance and satisfaction as intervening variable could be seen on the table above.

V. CONCLUSION AND SUGGESTION

1. The counting result of Commitment, has the influence in individually towards Employee's Satisfaction, alternative Hypothesis is accepted.
2. The counting result of Organization Culture, has the influence in individually towards Employee's Satisfaction, alternative Hypothesis is accepted.
3. The counting result of Commitment, has the influence in individually towards Employee's Performance, alternative Hypothesis is accepted.
4. The counting result of Organization Culture, does not have the influence in individually towards Employee's Performance, alternative Hypothesis is denied.
5. The counting result of Employee's Satisfaction, has the influence in individually towards Employee's Performance, alternative Hypothesis is accepted.

Suggestion

1. To make an employee work on their max, an attention from the company is needed.
2. The culture of giving the employee's time on their max, an attention from the company is needed.
3. Employee's satisfaction could increase by the equipments availability.
4. To increase employee's performance, especially working with team, is by giving the attention in order to achieve company's purpose

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