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### ORGANIZATIONAL CULTURE IMPACT ANALYSIS AND JOB SATISFACTION WITH ORGANIZATIONAL COMMITMENT TO IMPROVE EMPLOYEE PERFORMANCE: STUDY AT PT TELKOM WITEL BANDUNG

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**Nina Nurani, Destiana Pakpahan, Choirul Rizkyto. Organizational Culture Impact Analysis And Job Satisfaction With Organizational Commitment To Improve Employee Performance: Study At Pt Telkom Witel Bandung-- PalArch's Journal Of Archaeology Of Egypt/Egyptology 17(5), 596-613. ISSN 1567-214x**

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

#### **ABSTRACT**

The purpose of this research is to analyze the influence of organizational culture, job satisfaction, and organizational commitment to employee performance. The research object in this study is PT Telkom Witel Bandung. Data is collected through a census questionnaire to all its employees. The methods of research used are descriptive and quantitative methods. Data is processed using Structural Equation Modelling (SEM). Measurement of endogenous and exogenous construction tested using confirmatory factor analysis and the results showed the Goodness-of-fit test model was in the expected value. The findings of this research proved and provided the following conclusions: (1) The organizational culture is positively and significantly influential for job satisfaction, (2) Organizational culture is positively and significantly influential in organizational commitments, (3) Job satisfaction has a significant effect on organizational commitments but not significant, (4) organizational commitments negatively and insignificant to employee performance, (5) Organizational culture is positively influential but not significant to employee performance, (6) Job satisfaction is positively influential but not significant to employee performance.

#### **INTRODUCTION**

Globalization which is a characteristic of 21st century demands that business and public organizations have competitive advantage, competitiveness to survive the increasingly violent competition.

An organization is formed to achieve a specific purpose. Therefore, the success of an organization is demonstrated by its ability to achieve a predetermined goal. The organizational success in achieving objectives is determined by the organizational performance that is heavily influenced by external and internal organizational factors because the ability to create an organization with a culture that can drive performance is a necessity.

Changing business strategic environment with globalization demands an increasingly competitive organization. Therefore, the change of organizational culture becomes an absolute necessity. Only with the organizational culture change is expected to improve performance to create the necessary competitiveness.

Organizational culture changes do not take place naturally as it develops on traditional cultures. Organizational culture change is important when it is concerned with sustainable cultural improvements that are the goal of all progressive organizations. According to Wibowo (2016:136) that "organizational culture change requires a change worth behavior, and values. Organizational culture change is a psychological process".

Organizational resilience can only be improved when willing to adapt to environmental developments and make changes. On the other hand, an organization is required to be able to improve its performance, by effectively implementing performance management. According to Ricardianto (2018:68) said that "performance as a value of a series of employee behavior that gives a contribution, whether positive or negative towards the achievement of organizational objectives".

Organizational performance will only be sustained and improved when the organization is able to adapt to the development of the surrounding environment. Even when able to precisely affect the development of the environment. Organizational performance is a time of change; organizations must be ready to move dynamically. However, organizational performance is determined by the organizational and cultural culture of all human resources in the organization.

A common characteristic among failing companies is the inability to accept and prepare changes, change readiness. In centuries of radical change, it is no longer possible to continue high-performance business with traditional business planning or regular operational efficiency improvements. Cost emphasis has been pushed to extremes as a strategy.

The best performing companies can create changes in the market. Companies that can compete effectively can understand the changing of business conditions, Sambal responds to the way that allows benefit from the changing business climate.

Job satisfaction as an attitude is influenced by various factors. These factors are the dimensions of the job satisfaction variable.

## **LITERATURE REVIEW**

### ***Organizational Culture***

According to Edgar Schein (1997:12) through, Wibowo (2018:13-16) that: Organizational culture among others is a basic assumption pattern found and developed by a particular group because it learns and controls the problem of external adaptation and internal integrase, which has worked well enough to be considered worthily and is therefore taught to new members as a way of being prepared, thought and perceived properly in relation to the problem.

### ***Organizational Culture Dimension***

According to Robbins (2003) through Torang (2014:110), ' There are seven cultural characteristics of the organization in different dimensions '. These characteristics are:

1. Innovation and Risk Taking (innovation and risk-taking)
2. Attention to Detail
3. Outcome orientated (orientation on benefits)
4. People oriented
5. Team orientated (Orientation on team/work in team)
6. Aggressiveness
7. Stability (maintains the status quo)

### ***Cultural Indicators Organization***

Jerome Want (2006:49) by going through Wibowo (2018:253) saying that: using ten indicators that have meaning for the management of the company and manpower, as an indicator of corporate culture, there are:

1. Mission and strategy
2. Leadership effectiveness and management
3. Communication and decision making
4. Organizational Behavior
5. Knowledge and competence
6. Business and organizational interventions
7. Innovation and risk-taking
8. Performance
9. Business and organizational interventions
10. Change readiness and management

### ***Employee Performance***

According to Wirawan (2009:5) through Sayekti, et al (2011:86 – 87) performance is ' the output produced by the function or indicator of a work or a profession in a particular time'.

### ***Performance Dimension***

It says further Wirawan (2009:54-57) through Sayekti, et al (2011:101-102) that:

Performance dimensions can be grouped into three types, there are:

1. Results of work

The result is work output in the form of goods and services that can be

calculated and measured quantity and quality. Organizational commitments.

2. Work behavior

While at work, employees have two behaviors, which are personal behavior and performance.

3. The personal nature that has to do with the work

Employee personal nature is required in carrying out the work.

### ***Performance Indicators***

Through research Miner (2003) through Kurniawan et al (2018), the indicators of the performance, namely:

1. Quality of work
2. Quantity of work
3. Time at work
4. Can cooperate with co-workers

### ***Organizational Commitments***

According to Robbins and Judge (2007:74) through Sayekti, et al (2011:59 – 60), 'organizational commitments are the level to which an employee is favoring an organization and its purpose and willingness to retain membership in that organization '.

### ***Dimension of Organizational Commitment***

According to Beer (2009:19) through Wibowo (2016:438-439) that leaders must have the desire and skill to consider the three pillars when making decisions about strategy, organizational policies, and human resources practices ', namely:

1. Performance Alignment

High performance cannot be achieved unless all aspects of organizational design are aligned or appropriate and in turn aligned with or in accordance with organizational strategic tasks.

2. Psychological Alignment

Psychological alignment is demonstrated by the fact that workers love working in them and are the type of emotional attachment.

3. Capacity for learning and change.

The capacity for learning and change is as a key competitive advantage.

### ***Organizational Commitment Indicators***

Based on research from Beer (2009:19) through Wibowo (2016:438-439) that the indicators of High Commitment High Performance from the dimension of organizational commitment, there are:

1. Performance Alignment

A. Focus on corporate strategy. A strategy that is focused and different to delivering value to the customer segment that is targeted is crucial to the continuation of a competitive advantage.

B. Choice of the right strategy

C. Consistent Internal Organization Design

- D. Organizational formulation difficult to emulate
- 2. Psychological Alignment (psychological alignment) vision, mission and organizational value
- 3. Capacity for Learning and change.
- A. Commitment to the success of the Organization appreciates others
- B. Respecting others
- C. Egalitarian culture
- D. Organizational Trust

### ***Job Satisfaction***

According to Robbins and Judge (2007:73) through Sayekti, et al (2011:41 – 42), ' job satisfaction can be characterized as a positive feeling of the work of a person who is the result of an evaluation of his characteristics '.

### ***Job Satisfaction Dimension***

Luthans (2011:142-144) stated that: There are many factors that have an effect on job satisfaction, as the dimensions are:

1. The Work It Self

The content of the work itself is a major source of satisfaction.

2. Salary

Salary or wage is known to be a very significant factor but is cognitive complex and is an analysis factor in job satisfaction.

3. Promotions

Promotional opportunities look to have a wide range of effects on job satisfaction.

4. Supervision

Supervision is a source of job satisfaction.

5. Work Group

The basic nature of the group or work team has an effect on job satisfaction.

6. Working Conditions

he workplace has a moderate influence on job satisfaction.

### ***Job Satisfaction Indicators***

Luthans (2011:142-143) says that there are several factors that affect the job satisfaction, namely:

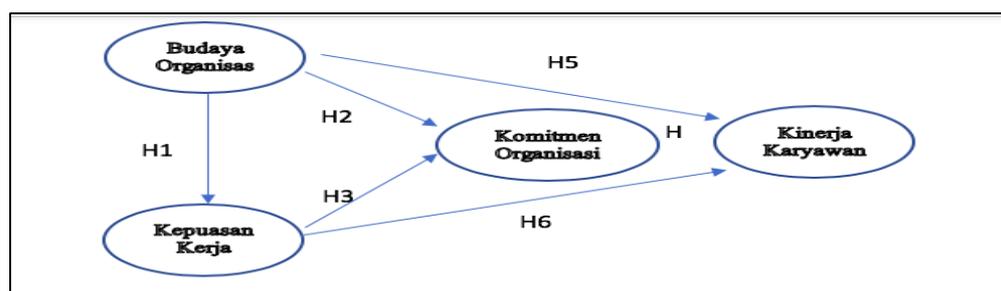
1. The Work It Self
2. Salary. Which is one of the tools to meet the high satisfaction
3. Promotions
4. Supervision
5. Work Group
6. Working Conditions

The theoretical relationship is supported by some previous empirical research, namely Taurisa, et al (2012), which found that the organizational culture has a positive and significant effect on job satisfaction, the organizational culture is positive and significant to the organizational commitments, job satisfaction is

positive and significant to the organizational commitments, the organizational commitment is positive and significant to the employee's performance and organizational culture is positive and significant.

However, Daniel et al (2015), found that direct influence of job satisfaction on organizational commitment is a significant positive and direct influence of the organization's commitment to work performance is also positive. Further, indirect effects of job satisfaction on job achievement through a significantly positive organizational commitment.

**METHODS**  
**RESEARCH MODEL**



Images Model Research source: H1: Robbins (2003:80-81) and Robbins & Judge (2007:84-87) through Sayekti, et al (2011:53). H2: Zain et al. (2009). H3: Kinicki and Kreitner (2006:167) via Sayekti, et al (2011:54-55). H4: Luthans (2011:148) via Sayekti, et al, (2011:65). H5: John. P. Kotter and James L. Heskett (1992:10) via Wibowo (20118:248). H6: Ivancevich, et al. (2011:78) via Sayekti, et al (2011:55).

**RESEARCH OBJECT**

The object of research here is PT Telekomunikasi Indonesia, TBK, telecommunication area of Bandung about organizational culture, job satisfaction, organizational commitment, and employee performance as a latent variable. Where the organizational culture variable as an exogenous latent variable and work satisfaction, the organizational commitment, as well as employee performance as an endogenous latent variable with the equation of structural equation modelling (SEM) models.

*Variable Operations*

The variables used in this research were 4 latent variables i.e. organizational culture variables, job satisfaction variables, organizational commitment variables, and employee performance variables. Where an exogenous or variable that is not respected is another variable here is the organizational culture. While variables are influenced by variables or exogenous variables. Here is a variable of job satisfaction, organizational commitment variables, employee performance variables.

*Population and Samples*

This research was conducted by the census method, i.e. all elements in the population were used as samples of research (Cooper and Emory, 1996 through Taurisa, 2012). Therefore, the number of samples used in this study amounted to 148 employees of PT Telkom Witel Bandung.

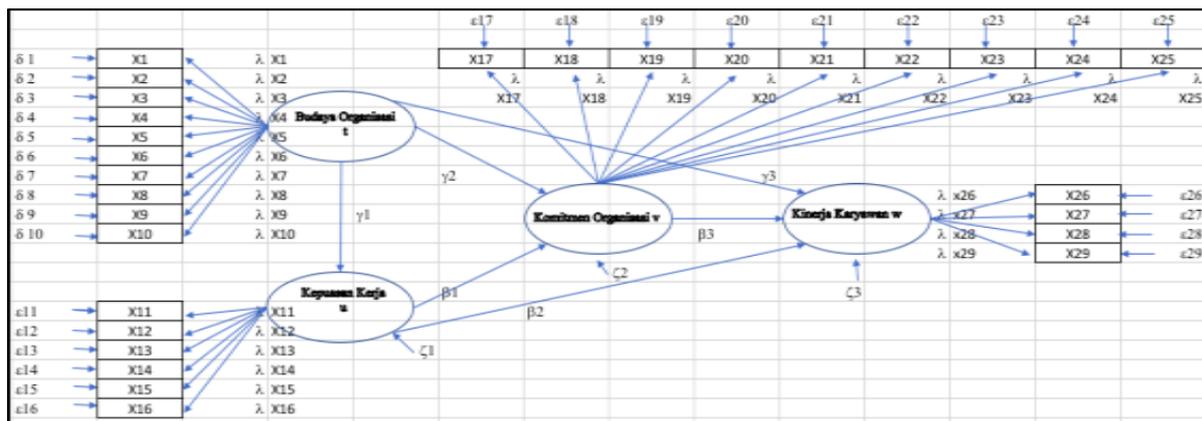
According to research by Golob, F, T (2003) through Yamin (2014:20) said that: In determining the sample size in SEM is based on the technique of estimation method used. In this study use the estimated Maximum Likelihood (ML) which has a condition of sample size is at least 15 x the number of variables observed '. While other opinion states that the sample size for the ML estimate must be at least 5 x the number of free parameters in the model, including errors.

In this research we used a descriptive method. According to Narbuko (2004:44), the descriptive research methods are: The purpose of the descriptive research method is the research method used for systematic and factual problem-solving of the facts and properties of the population. Descriptive research is research that seeks to relate existing problem solving based on data, analyzing and interpreting. It is also comparative and correlative.

The research also uses quantitative research methods. According to Umar (2000:92) through Sutia (2009:89), ' Quantitative research is a way to collect data that could be counted '. This research is also a verificative, namely Sugiyono (2008) that "the verificative method is interpreted as a study conducted on a specific population or sample with the aim of testing a predetermined hypothesis". Or with other words, research to test the truth of a hypothesis in which the research will be tested is an influence between organizational culture, job satisfaction and the company's commitment to employee performance.

Through this method, the data obtained from the questionnaire submitted to the respondent in the form of a statement about each answer has a specific score measured based on the scale of the Likert. A Likert scale is used to measure a person's attitudes, opinions, and perceptions or a group of social events or symptoms. In research these social symptoms have been assigned specifically by researchers, hereinafter referred to as the research variables.

### **Diagram Path**



**Mathematical equations measurement Model and structural Model**

No	Variabel Laten	Model Pengukuran
1	Budaya Organisasi :	$X1 = \lambda x1.t + \delta1$ $X2 = \lambda x2.t + \delta2$ $X3 = \lambda x3.t + \delta3$ $X4 = \lambda x4.t + \delta4$ $X5 = \lambda x5.t + \delta5$ $X6 = \lambda x6.t + \delta6$ $X7 = \lambda x7.t + \delta7$ $X8 = \lambda x8.t + \delta8$ $X9 = \lambda x9.t + \delta9$ $X10 = \lambda x10.t + \delta10$
2	Kepuasan Kerja :	$X11 = \lambda x11.u + \epsilon11$ $X12 = \lambda x12.u + \epsilon12$ $X13 = \lambda x13.u + \epsilon13$ $X14 = \lambda x14.u + \epsilon14$ $X15 = \lambda x15.u + \epsilon15$ $X16 = \lambda x16.u + \epsilon16$
3	Komitmen Organisasi :	$X17 = \lambda x17.v + \epsilon17$ $X18 = \lambda x18.v + \epsilon18$ $X19 = \lambda x19.v + \epsilon19$ $X20 = \lambda x20.v + \epsilon20$ $X21 = \lambda x21.v + \epsilon21$ $X22 = \lambda x22.v + \epsilon22$ $X23 = \lambda x23.v + \epsilon23$ $X24 = \lambda x24.v + \epsilon24$ $X25 = \lambda x25.v + \epsilon25$
4	Kinerja :	$X26 = \lambda x26.w + \epsilon26$ $X27 = \lambda x27.w + \epsilon27$ $X28 = \lambda x28.w + \epsilon28$ $X29 = \lambda x29.w + \epsilon29$

No	Model Struktural
1	$u = t. \gamma1 + \zeta1$
2	$v = t. \gamma2 + u. \beta1 + \zeta2$
3	$w = t. \gamma2 + u. \beta2 + v. \beta3 + \zeta3$

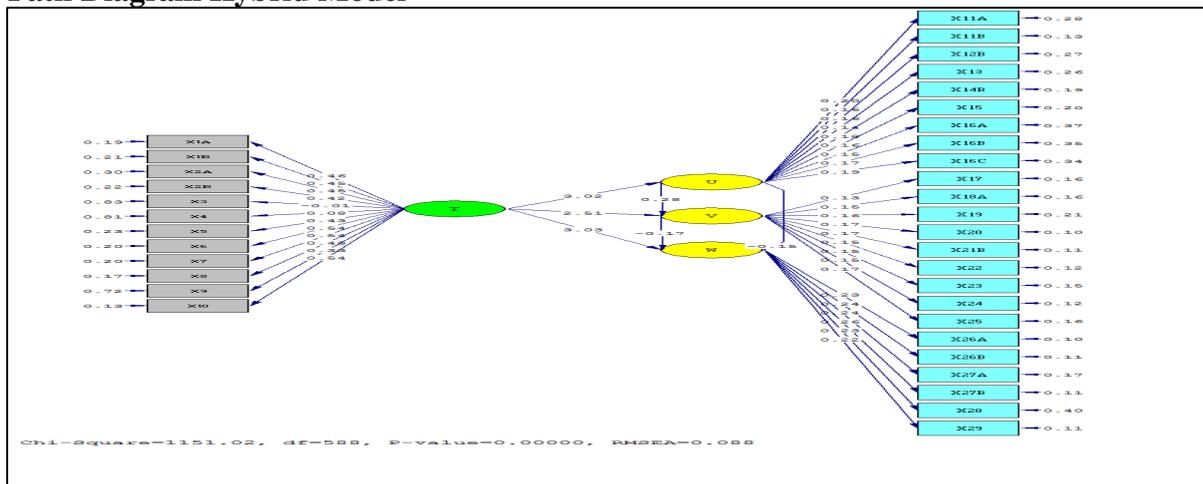
**RESULT AND DISCUSSION**

PT Telkom Witel Bandung has territory between the city of Bandung and Sumedang. Its vision is Be the King of Digital in The Region and his mission is Lead Indonesian Digital Innovation and Globalization.

**PRE TEST RESULT**

No	Variabel Laten	Indikat. or.	Cronbach's Alpha	KMO & Bartlett's Test	Keterangan
1	Budaya Organisasi (t)	X1A X1B X2A X2B X3 X4 X5 X6 X7 X8 X9 X10	0.778	0.569	
2	Kepuasan Kerja (u)	X11A X11B X12A X12B X13 X14A X14B X15 X16A X16B X16C	0.913	0.467	Indikator X12A dan X14A dikeluarkan dari kuisioner
3	Komitmen Organisasi (v)	X17 X18A X18B X19 X20 X21A X21B X22 X23 X24 X25	0.945	0.467	Indikator X18B dan X21A dikeluarkan dari kuisioner
4	Kinerja (w)	X26A X26B X27A X27B X28 X29	0.945	0.467	

**Path Diagram Hybrid Model**



**Check Out Multivariate Data Outliers**

For criteria the value of Mahalobanis Distance for this study can be seen from the formula Count CHIINV (0, 001, 29) in Microsoft Excel thus obtained the number 58.3. Number 29 Here is the total number of indicators of the 4 latent variables organizational culture, job satisfaction, organizational commitment, and performance.

From the results of SPSS data processing for Mahalobanis Distance Value. There are 19 raw data whose value is > 58.3. Detailed data can be seen in the appendix of Mahalobanis Distance measurement results. So the total data for further investigation is as much as 126. The details can be seen in the table below:

No	X1A	X1B	X2A	-----	X27 A	X27 B	X28	X29	MAH_1
93	5	4	3	-----	5	5	1	4	101,8523
70	4	2	4	-----	4	4	4	5	84,83019
26	4	2	3	-----	5	3	5	4	84,50025
92	2	4	4	-----	5	5	5	5	83,35265
101	4	4	4	-----	5	4	4	3	82,23289
4	3	4	4	-----	5	3	3	5	78,01963
24	5	5	5	-----	1	5	1	5	75,11601
28	3	3	4	-----	4	4	4	4	72,65206
41	3	4	5	-----	5	5	5	5	71,83281
138	4	3	5	-----	5	4	2	5	68,58551
60	3	3	4	-----	4	5	5	5	66,32908
142	4	5	5	-----	5	5	3	5	64,98843
139	4	2	3	-----	5	5	4	4	64,66661
113	5	3	4	-----	3	3	3	4	61,16299
141	4	5	4	-----	5	4	4	5	60,86543
76	4	5	4	-----	5	4	5	5	59,74273
91	5	4	5	-----	4	4	3	5	59,72513
29	3	4	2	-----	3	3	4	3	59,52368
22	4	4	4	-----	3	4	3	3	59,51371

**Normal Multivariate Test**

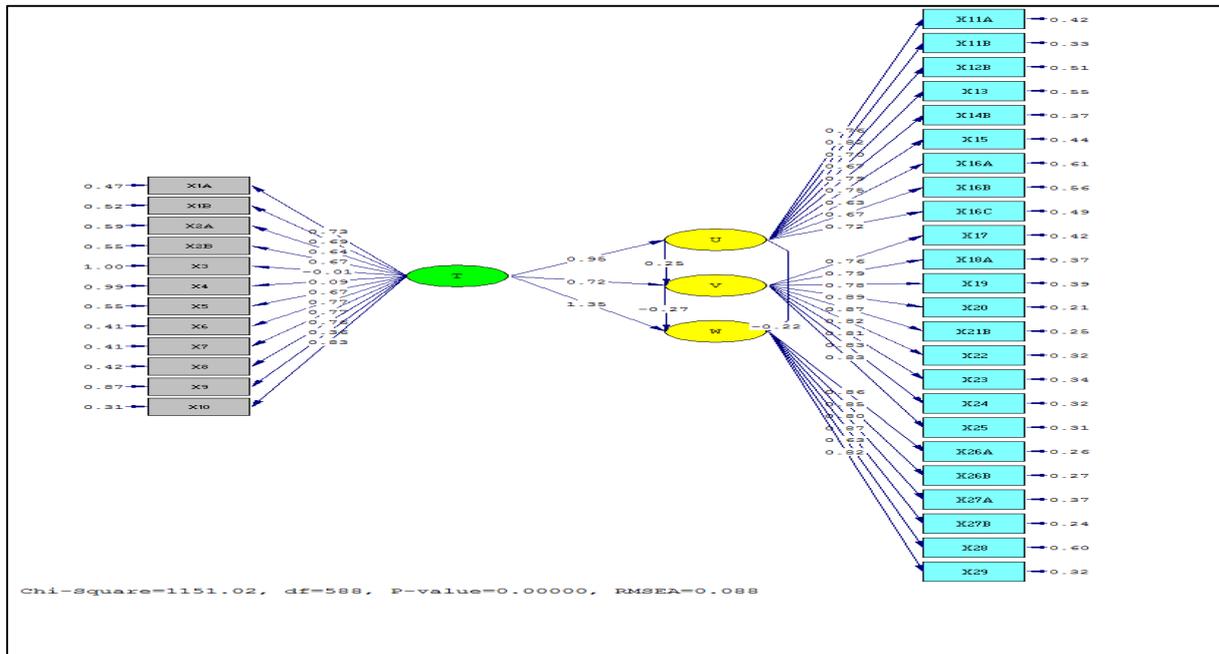
Normal multivariate examination or can also be called screening data shows satisfactory value when the data variable simultaneously follows the normal distribution pattern multivariate. This is demonstrated by the value of P-value skewness and kurtosis which is more than 0.05. For more details, can be seen in the table below:

Variable	Skewness		Kurtosis		Skewness and Kurtosis	
	Z-Score	P-Value	Z-Score	P-Value	Chi-Square	P-Value
X1A	-2.146	0.032	-2.812	0.005	12.512	0.002
X1B	-1.423	0.155	-2.646	0.008	9.029	0.011
X2A	-1.641	0.101	-1.065	0.287	3.628	0.146
X2B	-0.957	0.338	0.240	0.810	0.974	0.614
X3	-0.693	0.488	-0.909	0.363	1.306	0.521
X4	-0.994	0.320	-0.434	0.665	1.177	0.555
X5	-0.685	0.493	0.771	0.441	1.063	0.588
X6	-1.361	0.173	-1.404	0.160	3.625	0.146
X7	-2.139	0.032	-1.788	0.074	7.769	0.021
X8	-1.142	0.253	-0.119	0.905	1.319	0.517
X9	-0.943	0.346	-0.531	0.595	1.171	0.557
X10	-1.896	0.058	-1.135	0.256	4.884	0.087
X11A	-1.962	0.050	-2.338	0.019	9.318	0.009
X11B	-1.949	0.051	-1.155	0.248	5.133	0.077
X12B	-1.133	0.257	-0.640	0.522	1.693	0.429
X13	-0.896	0.370	0.385	0.701	0.950	0.622
X14B	-1.003	0.316	0.031	0.975	1.007	0.604
X15	-1.106	0.269	0.031	0.976	1.225	0.542
X16A	-0.837	0.403	-0.644	0.520	1.115	0.573
X16B	-1.408	0.159	-1.095	0.273	3.182	0.204
X16C	-1.309	0.191	-1.660	0.097	4.468	0.107
X17	-1.377	0.169	-0.913	0.361	2.728	0.256
X18A	-1.432	0.152	-0.516	0.606	2.317	0.314
X19	-1.535	0.125	-0.808	0.419	3.009	0.222
X20	-1.321	0.186	-0.375	0.707	1.886	0.389
X21B	-1.522	0.128	-1.031	0.302	3.381	0.184
X22	-1.246	0.213	-0.377	0.706	1.695	0.429
X23	-0.931	0.352	0.307	0.759	0.961	0.619
X24	-0.945	0.345	0.061	0.952	0.897	0.639
X25	-1.132	0.258	-0.327	0.744	1.387	0.500
X26A	-2.259	0.024	-1.480	0.139	7.292	0.026
X26B	-2.374	0.018	-1.281	0.200	7.278	0.026
X27A	-2.670	0.008	-1.286	0.198	8.782	0.012
X27B	-2.048	0.041	-1.247	0.212	5.748	0.056
X28	-1.896	0.058	-0.775	0.438	4.196	0.123
X29	-2.296	0.022	-1.718	0.086	8.225	0.16

**ESTIMATION METHOD**

The method of estimation used in this study was Maximum Likelihood wherein in the study, researchers finally used 126 samples already examined Multivariate Outlier examination and Normal Outlier examination. Estimation of the measurement model that has been researched in the run on Lisrel program according to the table below:

## Evaluation of The CFA (Confirmatory Factor Analysis) Measurement Model



### Early CFA Models

#### Initial Standardized Solution Value Table

LAMBDA-Y	U	V	W	LAMBDA-X	T
X11A	0.76	---	---	X11A	0.73
X11B	0.82	---	---	X11B	0.69
X12B	0.70	---	---	X2A	0.64
X13	0.67	---	---	X2B	0.67
X14B	0.79	---	---	X3	0.91
X15	0.75	---	---	X4	0.66
X16A	0.63	---	---	X5	0.67
X16B	0.67	---	---	X6	0.77
X16C	0.72	---	---	X7	0.76
X17	---	0.76	---	X8	0.36
X18A	---	0.79	---	X9	0.36
X19	---	0.78	---	X10	0.33
X20	---	0.69	---		
X21B	---	0.67	---		
X22	---	0.62	---		
X23	---	0.61	---		
X24	---	0.63	---		
X25	---	0.63	---		
X26A	---	---	0.66		
X26B	---	---	0.65		
X27A	---	---	0.60		
X27B	---	---	0.67		
X28	---	---	0.63		
X29	---	---	0.62		

### The Second Evaluation of the CFA Measurement Model (Confirmatory Factor Analysis)

After eliminating the loading value of the factor that does not meet the requirements of the model then will be produced the CFA model diagram according to image (model loading factor) and image (T-value models) below:

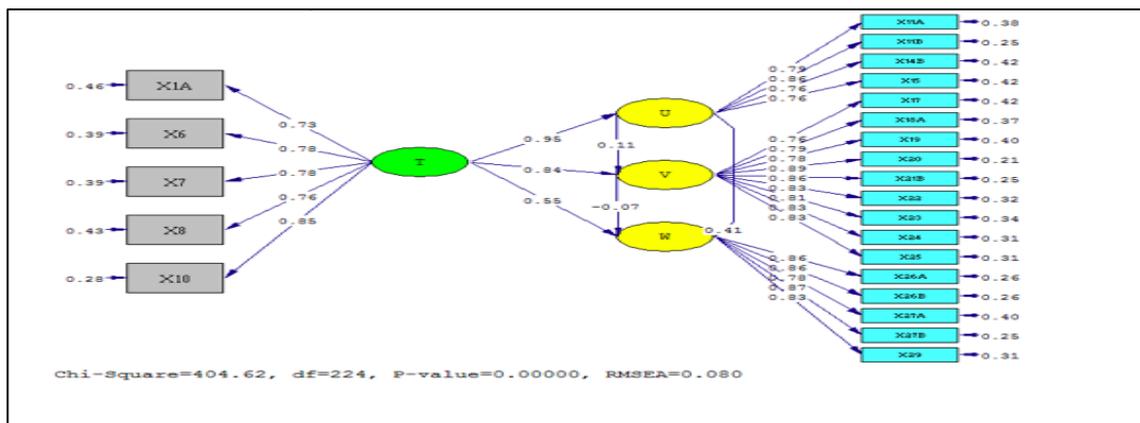


Image of the second CFA Model

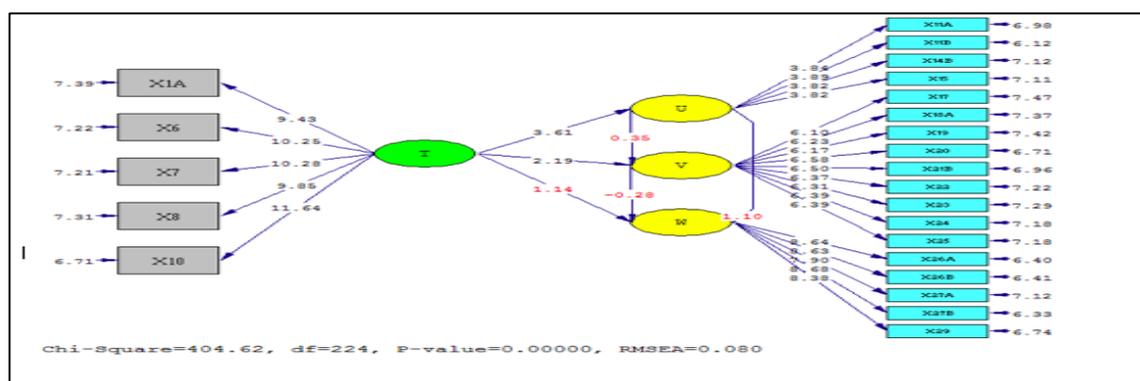


Image of the second CFA Model T-value

Hubungan Kausal	SLF	Error	t Statistik	CR	AVE
Budaya Organisasi --> X1A	0.73	0.46	9,43	0,886	0,610
Budaya Organisasi --> X6	0.78	0.39	10,25		
Budaya Organisasi --> X7	0.78	0.39	10,28		
Budaya Organisasi --> X8	0.76	0.43	9,85		
Budaya Organisasi --> X10	0.85	0.28	11,64	0,949	0,674
Kepuasan Kerja --> X11A	0.79	0.38	3,84		
Kepuasan Kerja --> X11B	0.86	0.25	3,89		
Kepuasan Kerja --> X14B	0.76	0.42	3,82		
Kepuasan Kerja --> X15	0.76	0.42	3,82		
Komitmen Organisasi --> X17	0.76	0.42	6,1		
Komitmen Organisasi --> X16A	0.79	0.37	6,23		
Komitmen Organisasi --> X19	0.78	0.4	6,17		
Komitmen Organisasi --> X20	0.89	0.21	6,58		
Komitmen Organisasi --> X21B	0.86	0.25	6,5		
Komitmen Organisasi --> X22	0.83	0.32	6,37	0,923	0,705
Komitmen Organisasi --> X23	0.81	0.34	6,31		
Komitmen Organisasi --> X24	0.83	0.31	6,39		
Komitmen Organisasi --> X25	0.83	0.31	6,39		
Kinerja --> X26A	0.86	0.26	8,64		
Kinerja --> X26B	0.86	0.26	8,63		
Kinerja --> X27A	0.78	0,4	7,9		
Kinerja --> X27B	0.87	0.25	8,68		
Kinerja --> X29	0.83	0.31	8,38		

Images of the Second CFA Model T-Value

**Goodness of Fit Model CFA**

**Table Goodness of Fit Model**

Ukuran GoF	Target Kecocokan	Keterangan
Minimum Fit Function Chi Square =421,94 P=0,000	P value > 0.005	Closed Fit
RMSEA =0.080	<= 0.08	Good Fit
NFI = 0.98	>= 0.90	Good Fit
NNFI = 0.98	>= 0.90	Good Fit
CFI = 0.98	>= 0.90	Good Fit
IFI = 0.98	>= 0.90	Good Fit
RFI = 0.98	>= 0.90	Good Fit
RMR = 0.021	<= 0.10	Good Fit
Standardized RMR = 0.047	<= 0.10	Good Fit
GFI = 0.78	>= 0.90	Closed Fit
AGFI = 0.73	0.80 <= AGFI <0.90	Closed Fit

**Evaluation of structural models**

**Table of structural equations**

Structural Equations
$U = 3.21 \cdot T, \text{ Errorvar.} = 1.00, R^2 = 0.91$ (0.89) 3.61
$V = 0.099 \cdot U + 2.53 \cdot T, \text{ Errorvar.} = 1.00, R^2 = 0.89$ (0.29) (1.16) 0.35 2.19
$W = 0.26 \cdot U - 0.049 \cdot V + 1.18 \cdot T, \text{ Errorvar.} = 1.00, R^2 = 0.78$ (0.24) (0.18) (1.03) 1.10 -0.28 1.14

## DISCUSSION

Organizational culture has a positive effect on job satisfaction. From the results of the cultural research organizations have positive effect on the satisfaction of work with a line of Coefficient 0.95 and T-Statistic value of  $3.61 > 1.96$  so there is a significant influence between organizational culture and work satisfaction. The organizational culture is capable of explaining the employee satisfaction variant by 91% while the remaining 9% is explained by other variables that do not fit into the model.

Organizational culture has a positive effect on organizational commitments. From the results of the cultural research organizations have positive effect on the organizational commitments with a line of 0.84 and T-Statistic value of  $2.19 > 1.96$  Then there is a significant influence between organizational culture with organizational commitment.

The results showed a positive impact on the work satisfaction of the organizational commitment with a line of 0.11 to the satisfaction and the T-Statistic of  $0.35 < 1.96$  which means there is no significant influence between job satisfaction and organizational commitment.

Our organizational commitments are negatively affecting the employee's performance with a line-0.07 which means that the performance is negatively influenced by the organizational commitments and T-value-0.28  $< 1.96$  values which means there is no significant influence between organizational commitments and employee performance. So the higher the organizational commitments will weaken the influence of satisfaction rates on employee performance.

What if we look at employee respondents ' profiles of the age side is 50% at the age of approaching retirement i.e. at 50-55 years. This of course affects the productivity of employees with very high performance demands.

The organizational culture has a positive effect on the performance of the Coefficient line 0.55 and the T-Statistic value of  $1.14 > 1.96$  which means between performance and organizational culture there is no significant influence.

Job satisfaction has a positive effect on employee performance. Where from the results of this research is a line of 0.41 lines and a T-Statistic value of  $1.10 < 1.96$  between work satisfaction and employee performance. Job satisfaction has a positive effect of 0.41 and has no significant effect.

### *Managerial Implications*

The results of this study empirically give an overview to the current management will influence between organizational culture, job satisfaction, organizational commitment to performance, which can be outlined, among others:

1. The research results in strengthening there is a positive relationship

between organizational culture to job satisfaction, organizational commitment, employee performance. Awareness from employees to be able to implement The organizational culture of PT Telkom is The Telkom Way to improve performance and satisfaction of work. The working culture of Solid, Speed, and Smart is that the implementation of the employees should continue to be done improvement and innovation in the implementation of both the business and it tools side used. Things to note by management related to this research include:

A. Consistency in the implementation of the culture of this Organization so that it can be a spirit for all employees of PT Telkom, especially in Witel Bandung. For Telkom management is expected to be a role model to his subordinates to be able to implement The working culture of The Telkom Way so that it can improve The employee's engagement of The company so as to improve the performance of employees who impact on work satisfaction and organizational commitment.

B. The cultural influence of organizations that are not significant to the performance make management should formulate a strategy that is the value of the values that exist in the corporate organization culture and implement it. For example, by re-orienting the value of the company's organization culture. Where the corporate culture of PT Telkom refers to value Philosophy to be the best (Always The Best, Integrity, Enthusiasm, Totality) and also the Philosophy to be star (Solid, Speed, Smart).

2. The results proved that the organizational commitment negatively affects the performance of employees of PT Telkom Bandung. This means that although the level of organizational commitment is increased, it will not necessarily improve employee performance. There is a residual value indicating there are other variables that affect performance but are not present in the research model. This is of course a serious concern to the management in the level of Witel Bandung to be able to find the right strategy to be able to improve the performance of PT Telkom employees. Based on the results of the competency and leadership factors into variables that will be researched next whether it relates positively and significantly with the employee's performance. The background of employees who became respondents showed a percentage of the age of 50-55 as much as 35% of the total employees of PT Telkom Witel Bandung which is a period of retirement preparation While the company must remain survive and should be able to achieve the organizational commitment to the target revenue achieved This should be a serious concern from the management of PT Telkom related resources that it owns.

2. From the research results that the relationship between job satisfaction with employee performance is positively and insignificant. From the results of the research during the pre-test process using the test KMO and Bartlett's test that results in the X12 A questionnaire and the X14 A questionnaire of the job satisfaction variable has an anti-image value below 0.05 so it is removed from the questionnaire model. Based on the results of the pre-test questionnaire, it is proposed to be more attentive to the facilities that are still lacking in the work environment. For example, there is a more comfortable and homey workspace, more powerful seat management etc. Although pre-test results have not described the overall research because of its limited respondents, but can be

used as a consideration in making decisions.

4. From the research results shows the satisfaction of work positively influence the organizational commitment but not significant from the results of research results during the pre-test process using the test KMO and Bartlett's test that results of an X12 A questionnaire and a questionnaire X14 A of job satisfaction variables have a value of anti-image below 0.05 so removed from the questionnaire model. The X12A questionnaire measures the availability of adequate facilities for employees such as rest areas, toilets, and parking lots. And the X14A questionnaire measures about important information pertaining to the rights and obligations of employees submitted to employees. Based on the results of the pre-test questionnaire, it is proposed to pay more attention to employee facilities in its work environment and the HRD party must provide socialization involving the rights and obligations of the employees. Although pre-test results have not described the overall research because of its limited respondents, but can be used as a consideration in making decisions.

## **CONCLUSIONS AND SUGGESTIONS**

### **CONCLUSIONS.**

Based on the discussion in chapter IV, and answered from the purpose of this research, then the conclusion is as follows:

1. The Organization culture of The Telkom Way is positive and significant to The work satisfaction. This means that the more enhanced understanding of the culture of the organization or corporate culture owned by PT Telkom will increase as well as the employee's job satisfaction level.
2. The organizational culture of The Telkom Way is positive and significant to The organizational commitments. This means that the more enhanced cultural understanding of eating organizations will improve organizational commitments. This should continue to be kept in order to keep the company survive.
3. Employee satisfaction of PT Telkom Bandung positively affects the organizational commitment but not significant, which means there are also other factors that influence the commitment of the organization in addition to job satisfaction. Because when employees are satisfied with the feedback that has been given by the company to employees will not necessarily increase the performance of the employee. There are other variables that are significant and impact on employee performance.
4. Organizational commitments negatively affect employee performance but not significant. It is also a concern in the management of PT Telkom why this can happen. Analysis of researchers is a factor of the residual value of structural models makes their other variables beyond the organizational commitments that are the deciding factor in the improvement of employee performance. In addition, the portraits of employees who 50% are at the age of retirement that makes employee productivity has also begun to decrease.
5. Job satisfaction positively affect the performance of employees in PT Telkom but not significant. This means that employees are satisfied to work at PT Telkom where prosperity increases. However, the satisfaction of the work does not affect the performance significantly.
6. Organizational culture has a positive effect on employee performance

but not significant. This means that although PT Telkom has a culture organization The Telkom Way but not yet can improve The employee's performance.

### SUGGESTIONS.

Based on the discussion in chapter IV, and answered from the purpose of this research, the advice given by researchers is as follows:

1. The culture of the organization that has been well implemented must continue to be kept spirit and engagement in the employees. Due to the always the best philosophy with a solid spirit, speed, Smart has shown that Telkom is a company with a strong organizational culture. In accordance with the vision and mission of PT Telkom is the King of Digital in The Region and Lead Indonesian Digital Innovation and Globalization.
2. Based on the research on the existence of negative relationship between organizational commitment and performance, researchers propose to be able to do the addition of competency and leadership variables in the next research model to be able to see if the relationship between organizational commitment, performance with competence and leadership.
3. The organizational commitment should be the concern of the management to review because of one indicator that greatly affects the performance of the company in increasing the company's revenue. Regarding the commitment should management pay more attention to the reward that relates to individual employee achievement so as to increase employee motivation in work and employee performance is increasing.
4. Telkom management must re-orientation continuously to be able to improve the spirit and value of organizational culture values.
5. Related to job satisfaction, Telkom management is expected to pay more attention to facilities in the working environment as well as providing information related to the rights and obligations of employees owned. What if this is done then hopefully will be able to improve employee satisfaction so that it can improve employee performance and organizational commitment.

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