

Analyzing the influence of moral culture and job satisfaction on organizational commitment in enhancing employee performance: an empirical study at PT. Antam TBK Gold Mining Business Unit Pongkor

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Abstract. This research aims to analyze the influence of moral culture, organizational commitment, and job satisfaction on employee performance, as well as the influence of moral culture and job satisfaction on organizational commitment. Data were collected through questionnaires from 154 respondents from PT ANTAM UBPE Pongkor and analyzed using Partial Least Square (PLS) based on Structural Equation Model (SEM) with SmartPLS 3.0. The results of the analysis show that moral culture, organizational commitment, and job satisfaction significantly and positively influence employee performance, and moral culture and job satisfaction also significantly and positively influence organizational commitment.

Keywords. Moral Culture, Organizational Commitment, Employee Performance, PT. ANTAM

Introduction

In today's dynamic business environment, companies strive to maintain a competitive edge through innovation and optimal resource utilization. Human resources, as a primary asset, play a pivotal role in achieving organizational goals. Organizational culture, job satisfaction, and organizational commitment significantly influence employee performance. Research by (Wua et al., 2022) highlights the positive impact of organizational culture on employee performance, while (Damayanti et al., 2018) emphasize the significance of job satisfaction. (Lukman, 2017) underscores the role of organizational commitment in enhancing employee performance. PT. ANTAM Tbk. UBPE Pongkor, a gold mining business unit, has consistently excelled, evident in its performance exceeding targets and receiving prestigious awards. Despite this success, challenges like employee turnover persist, necessitating effective recruitment strategies. Employee engagement surveys reveal overall satisfaction, highlighting the need for continuous attention to employee satisfaction. This study aims to investigate the influence of moral culture and job satisfaction on organizational commitment to enhance employee performance at PT ANTAM Tbk. UBPE Pongkor. By understanding these dynamics, companies can foster a conducive work environment conducive to employee growth and organizational success.

Literature Review

Management is a science that studies the utilization of human resources and other resources within an organization with the aim of making it run effectively and efficiently (Wahyudin Rahman, 2022). Hersey and Blanchard in Wijaya & Rifa'i, 2016 stated that management is a collaborative process of all elements within an organization towards achieving organizational goals. As per Terry's definition in Wijaya & Rifa'i, 2016, "management is performance of conceiving and achieving desired results by means of group efforts consisting of utilizing human talent and resources," which is the process of directing and mobilizing human and other resources, such as materials, money, technology, methods, and markets, to achieve organizational goals.

Ethical culture is the core values of state-owned enterprises (SOEs) that must be implemented and adhered to by all SOE employees, where AKHLAK core values serve as guidelines for behavior to be implemented in daily behavior and will shape the work culture of state-owned enterprises. Ethical culture is established by the Minister of SOEs based on the Circular of the Minister of SOEs Number 7/MBU/07/2020 dated July 1, 2020, regarding the Core Values of Human Resources of State-Owned Enterprises and a Copy of the Decision of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SK 115/MBU/05/2022 dated May 10, 2022, regarding the Guidelines for Implementing the Core Values of Human Resources of State-Owned Enterprises. Establishing the ethical culture of human resources of state-owned enterprises is an important action where ethical culture is the identity and adhesive of the work culture that supports the sustainable improvement of SOE employee performance.

Based on the definition above, it can be concluded that ethical culture is a standard, value, and system embraced by all members of the organization and used as a guide in behavior during the implementation of activities to achieve organizational goals.

Spector in Goetz & Wald, 2022 stated that job satisfaction is the extent to which an employee likes or dislikes their job. (Robbins, S.P., Judge, 2018) stated that job satisfaction is the positive attitude of employees toward their job based on the evaluation of job characteristics. According to Fikri et al., 2022, job satisfaction is a person's feeling toward their job.

Hypothesis

The hypotheses proposed in this study are:

H1: It is suspected that there is an influence of ethical culture on employee performance.

H2: It is suspected that there is an influence of organizational commitment on employee performance.

H3: It is suspected that there is an influence of job satisfaction on employee performance.

H4: It is suspected that there is an influence of ethical culture on organizational commitment.

H5: It is suspected that there is an influence of job satisfaction on organizational commitment.

H6: It is suspected that there is an indirect influence of ethical culture on employee performance through organizational commitment.

H7: It is suspected that there is an indirect influence of job satisfaction on employee performance through organizational commitment.

Research methods

This study utilizes data from 265 employees of PT ANTAM Tbk UBPE Pongkor in the years 2021-2022. There are three exogenous variables examined in this research, namely ethical culture, job satisfaction, and organizational commitment, as well as one endogenous variable,

namely employee performance. The analysis is conducted using descriptive statistics presented in tabular form and employing inferential statistics through the Partial Least Squares - Structural Equation Modeling (PLS-SEM) approach. The PLS-SEM analysis is divided into two submodels, namely the outer model or measurement model and the inner model or structural model, which will then be selected by performing validity and reliability tests. Validity and reliability tests in this study are conducted using the SmartPLS 3.0 application program. The validity of an indicator can be assessed using convergent validity and discriminant validity. An individual indicator is considered valid if it has a correlation value ≥ 0.70 . However, loading factors with values between 0.50 and 0.60 are still acceptable. Reliability testing for each variable in this study employs composite reliability and Cronbach's alpha. The obtained data will be considered reliable if they yield composite reliability and Cronbach's alpha values ≥ 0.7 .

Model Specifications and Variable Measurement

The sampling method used in this study is probability sampling through random sampling, where each member of the population has an equal chance of being selected as a research sample. In this research, the determination of the sample size uses the formula from Isaac and Michael with a 5% margin of error.

Isaac and Michael Formula

$$n = N / (1 + N * e^2) * q$$

$$n = 265 / (1+265*0.052)*0.95$$

$$n = 154$$

Based on the calculation above, the sample size used in this study is 154 employees.

Empirical Model

In descriptive analysis, it displays the frequency distribution of respondents' answers, which consist of the average score of respondents' answers for each variable, categorized as excellent, good, fair, poor, and very poor.

$$\frac{(frek\ SSX5) + (Frek\ Sx4) + (frek\ Nx3) + (frek\ TSx2) + (frek\ STSx1)}{\text{Total number of items x total number of respondents}}$$

Meanwhile, for categorization, the following formula is used:

$$Class\ Interval = \frac{highest\ score - lowest\ score}{number\ of\ categories} = \frac{5 - 1}{5} = 0,8$$

By obtaining a class interval value between categories (of 0.8), category boundaries can be established as shown in the following Table 1:

Table 1. Scale Categories

Kategori	Batasan
Very Poor	$1 < x \leq 1,8$
Poor	$1,81 < x \leq 2,6$
Fair	$2,61 < x \leq 3,4$
Good	$3,41 < x \leq 4,2$
Excellent	$4,21 < x \leq 5$

Source: Neuman (2007)

The measurement model, or outer model, shows the relationship between each indicator and its latent variable. In this study, the type of outer model used is reflective outer model. The reflective outer model equation is written as follows (Ghozali, 2021):

$$X = \lambda X\xi + \delta \quad Y = \lambda y\eta + \varepsilon$$

Where:

X = manifest variable or indicator for exogenous latent variable

λ (lambda) = factor loading between latent variable and its indicators

ξ (xi) = exogenous latent variable (independent variable)

δ (delta) = indicator error measure for exogenous latent variable

Y = manifest variable or indicator for endogenous latent variable

η (eta) = endogenous latent variable (dependent variable)

ε (epsilon) = indicator error measure for endogenous latent variable

Results and Discussion

Descriptive Analysis

Descriptive analysis explains a variable individually without comparing it to other variables. Data is presented in the form of a table containing frequency distribution consisting of average scores, and conclusions are drawn based on these averages. In this study, the analysis comprises several variables: Ethical Culture variable, job satisfaction variable, Organizational Commitment variable, and Employee Performance variable.

Ethical Culture

Table 2. Description of the Ethical Culture Variable

No	Indicators	1	2	3	4	5	Mean	Conclusion
1	BO1	0	4	92	32	26	3,52	Good
2	BO2	0	1	31	94	28	3,97	Good
3	BO3	0	1	61	65	27	3,77	Good
4	BO4	0	0	49	77	28	3,86	Good
5	BO5	0	0	48	78	28	3,87	Good
6	BO6	0	0	29	99	26	3,98	Good
7	BO7	0	0	33	96	25	3,95	Good
8	BO8	0	0	34	94	26	3,95	Good
9	BO9	0	0	53	78	23	3,81	Good
10	BO10	0	0	40	88	26	3,91	Good
11	BO11	0	0	56	77	21	3,77	Good
12	BO12	1	0	49	79	25	3,82	Good

Source: Primary data is processed, 2023.

The ethical culture variable is measured using 12 questionnaire items, all of which meet the validity criteria, with an average score above 3.41. The lowest score is observed in item BO1 (During work, I always uphold the trust entrusted to me) with an average score of 3.52, while the highest score is in item BO6 (Good relationship with coworkers) with a score of 3.98.

Job Satisfaction

Table 3. Description of the Job Satisfaction Variable

No	Indicators	1	2	3	4	5	Mean	Conclusion
1	KK1	0	0	83	49	22	3,60	Good
2	KK2	0	0	83	49	22	3,60	Good
3	KK3	1	0	48	80	25	3,83	Good
4	KK4	1	0	46	82	25	3,84	Good
5	KK5	1	1	19	111	22	3,99	Good
6	KK6	0	0	45	87	22	3,85	Good
7	KK7	2	5	84	46	19	3,53	Good
8	KK8	0	0	42	86	26	3,90	Good
9	KK9	0	2	45	79	28	3,86	Good
10	KK10	0	2	44	85	23	3,84	Good

Source: Primary data is processed, 2023.

The job satisfaction variable is measured using 10 questionnaire items, all of which meet the validity criteria, having an average score above 3.41. The lowest score is observed in item KK7 (During work, the supervisor always provides attention and support to me) with an average score of 3.53, while the highest score is in item KK5 (Good relationship with coworkers) with a score of 3.99.

Organizational commitment

Table 4. Distribution of average scores of the organizational commitment variable instrument

No	Indicators	1	2	3	4	5	Mean	Conclusion
1	KO1	0	0	33	93	28	3,97	Good
2	KO2	0	0	34	95	25	3,94	Good
3	KO3	0	1	56	82	15	3,72	Good
4	KO4	0	1	57	77	19	3,74	Good
5	KO5	0	1	28	98	27	3,98	Good
6	KO6	0	2	34	96	22	3,90	Good

Source: Primary data is processed, 2023.

The Organizational commitment variable is measured using 6 questionnaire items, all of which meet the validity criteria, having an average score above 3.41. The lowest score is observed in item KO3 (I would lose if I moved to work elsewhere) with an average score of 3.72, while the highest score is in item KO5 (I will always be loyal and keep the company's secrets from others) with a score of 3.98.

Employee performance

Table 5. Distribution of average scores of the employee performance variable instrument

No	Indicators	1	2	3	4	5	Mean	Conclusion
1	K1	0	0	43	82	29	3,91	Good
2	K2	0	0	33	100	21	3,92	Good

3	K3	0	0	35	86	33	3,99	Good
4	K4	0	0	29	100	25	3,97	Good
5	K5	0	0	33	93	28	3,97	Good
6	K6	0	0	32	97	25	3,95	Good
7	K7	0	0	32	91	31	3,99	Good
8	K8	0	0	30	95	29	3,99	Good
9	K9	0	0	23	102	29	4,04	Good
10	K10	0	0	31	93	30	3,99	Good

Source: Primary data is processed, 2023.

The Employee performance variable is measured using 10 questionnaire items, all of which meet the validity criteria, having an average score above 3.41. The lowest score is observed in item KK7 (During work, the supervisor always provides attention and support to me) with an average score of 3.53, while the highest score is in item KK5 (Good relationship with coworkers) with a score of 3.99.

Inferential Analysis

Partial Least Square (PLS) analysis is a statistical technique used to estimate the influence between variables simultaneously, with a focus on predictive/exploratory/model development studies (Yamin, 2023). The evaluation of the Partial Least Square (PLS) model is conducted through two stages: evaluating the outer model and evaluating the inner model.

The model schema for this study can be seen in Figure 1.

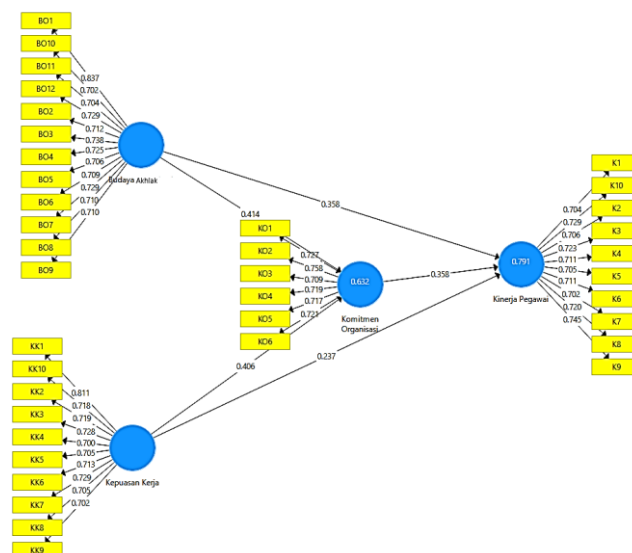


Figure 1. Partial Least Square (PLS) Model Schema

Outer Model Evaluation or Measurement Model

SmartPLS analysis evaluates the reflective outer model using four criteria: convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. All variables are considered valid if they meet the set thresholds, namely factor loadings > 0.70, AVE > 0.50, and composite reliability as well as Cronbach's alpha > 0.70.

Convergent Validity

Table 6 Convergent Validity

Variabel	Indikator	Outer Loadings	Explanation
Budaya Akhlak (X1)	BO1	0,837	<i>Valid</i>
	BO2	0,712	<i>Valid</i>
	BO3	0,738	<i>Valid</i>
	BO4	0,725	<i>Valid</i>
	BO5	0,706	<i>Valid</i>
	BO6	0,709	<i>Valid</i>
	BO7	0,729	<i>Valid</i>
	BO8	0,710	<i>Valid</i>
	BO9	0,710	<i>Valid</i>
	BO10	0,702	<i>Valid</i>
	BO11	0,704	<i>Valid</i>
	BO12	0,729	<i>Valid</i>
Kepuasan Kerja (X2)	KK1	0,811	<i>Valid</i>
	KK2	0,719	<i>Valid</i>
	KK3	0,728	<i>Valid</i>
	KK4	0,700	<i>Valid</i>
	KK5	0,705	<i>Valid</i>
	KK6	0,713	<i>Valid</i>
	KK7	0,729	<i>Valid</i>
	KK8	0,705	<i>Valid</i>
	KK9	0,702	<i>Valid</i>
	KK10	0,718	<i>Valid</i>
Komitmen Organisasi (Z)	KO1	0,727	<i>Valid</i>
	KO2	0,758	<i>Valid</i>
	KO3	0,709	<i>Valid</i>
	KO4	0,719	<i>Valid</i>
	KO5	0,717	<i>Valid</i>
	KO6	0,721	<i>Valid</i>
Kinerja (Y)	K1	0,704	<i>Valid</i>
	K2	0,706	<i>Valid</i>
	K3	0,723	<i>Valid</i>
	K4	0,711	<i>Valid</i>
	K5	0,705	<i>Valid</i>
	K6	0,711	<i>Valid</i>
	K7	0,702	<i>Valid</i>
	K8	0,720	<i>Valid</i>
	K9	0,745	<i>Valid</i>
	K10	0,729	<i>Valid</i>

It is known that all measurement items have loading factors (LF) above 0.700, which means that the measurement items validly reflect the measurement of the variable.

Average Variance Extracted (AVE)

Discriminant validity can be assessed through the Average Variance Extracted (AVE) method for each indicator, with a criterion of > 0.5 to be considered valid.

Table 7. AVE, Cronbach's Alpha, Composite Reliability

	Cronbach's Alpha	Explanation	Composite Reliability	Explanation	Average Variance Extracted (AVE)	Explanation
Ethical Culture	0,918	Reliabel	0,931	Reliabel	0,528	Valid
Job Satisfaction	0,899	Reliabel	0,917	Reliabel	0,524	Valid
Employee Performance	0,894	Reliabel	0,913	Reliabel	0,512	Valid
Organizational Commitment	0,820	Reliabel	0,869	Reliabel	0,526	Valid

Cross Loading

According to Latan and Ghazali (2021), discriminant validity can be tested by examining its cross-loading values, where each variable must have a value > 0.7 and greater than all other constructs.

Table 8. The results of the discriminant validity test are based on the values of cross-loadings.

	Budaya Akhlak	Kepuasan Kerja	Kinerja Pegawai	Komitmen Organisasi	Keterangan
BO1	0,837	0,793	0,721	0,681	Valid
BO2	0,712	0,594	0,603	0,587	Valid
BO3	0,738	0,680	0,622	0,595	Valid
BO4	0,725	0,645	0,633	0,634	Valid
BO5	0,706	0,618	0,593	0,467	Valid
BO6	0,709	0,603	0,534	0,500	Valid
BO7	0,729	0,628	0,594	0,556	Valid
BO8	0,710	0,624	0,603	0,540	Valid
BO9	0,710	0,623	0,621	0,516	Valid
BO10	0,702	0,574	0,632	0,503	Valid
BO11	0,704	0,591	0,565	0,544	Valid
BO12	0,729	0,668	0,607	0,565	Valid
K1	0,605	0,601	0,704	0,604	Valid
K2	0,581	0,573	0,706	0,584	Valid
K3	0,629	0,618	0,723	0,575	Valid
K4	0,637	0,626	0,711	0,617	Valid
K5	0,586	0,588	0,705	0,587	Valid
K6	0,593	0,571	0,711	0,553	Valid
K7	0,604	0,575	0,702	0,543	Valid

	Budaya Akhlak	Kepuasan Kerja	Kinerja Pegawai	Komitmen Organisasi	Keterangan
K8	0,602	0,596	0,720	0,633	Valid
K9	0,590	0,575	0,745	0,595	Valid
K10	0,602	0,599	0,729	0,549	Valid
KK1	0,730	0,811	0,709	0,636	Valid
KK2	0,639	0,719	0,568	0,537	Valid
KK3	0,629	0,728	0,603	0,505	Valid
KK4	0,630	0,700	0,584	0,571	Valid
KK5	0,601	0,705	0,546	0,486	Valid
KK6	0,611	0,713	0,598	0,562	Valid
KK7	0,721	0,729	0,638	0,603	Valid
KK8	0,543	0,705	0,503	0,453	Valid
KK9	0,662	0,702	0,607	0,621	Valid
KK10	0,566	0,718	0,602	0,562	Valid
KO1	0,612	0,582	0,632	0,727	Valid
KO2	0,557	0,587	0,584	0,758	Valid
KO3	0,469	0,514	0,551	0,709	Valid
KO4	0,532	0,575	0,599	0,719	Valid
KO5	0,626	0,563	0,616	0,717	Valid
KO6	0,545	0,523	0,564	0,721	Valid

Test Composite Reliability & Cronbach's Alpha

Based on the data in Table 7 above, it can be observed that the Composite Reliability values for moral culture are > 0.7, with a value of 0.931. For job satisfaction, the value is > 0.7, specifically 0.917. The organizational commitment variable also has a value > 0.7, which is 0.869, and the employee performance variable also has a value greater than 0.7, specifically 0.913. This indicates that each variable has a Composite Reliability > 0.70 & Cronbach's Alpha > 0.70, demonstrating the reliability of all four variables.

Hypothesis Testing and Mediation Effects

Hypothesis testing is conducted using bootstrapping analysis technique. Through the obtained t-statistic results, the significance level of the influence from exogenous variables to endogenous variables can be determined. If the t-statistic value is > 1.967 (equal to TINV(0.05,50) for a significance level of 5%), then the influence is considered significant. Furthermore, if the p-value obtained for each variable is < 0.05, then H0 is rejected.

Direct Influence Testing

Table 9. T-statistic (t-test) for testing direct effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Ethical Culture -> Employee Performance	0,358	0,356	0,087	4,123	0,000
Ethical Culture -> Organizational Commitment	0,414	0,414	0,106	3,908	0,000

Job Satisfaction -> Employee Performance	0,237	0,245	0,093	2,555	0,011
Job Satisfaction -> Organizational Commitment	0,406	0,412	0,107	3,785	0,000
Organizational Commitment -> Employee Performance	0,358	0,354	0,076	4,717	0,000

Source: results of SmartPLS 3.0 data analysis

Based on the results from Table 9 of the t-statistic tests, it is concluded that:

- The coefficient path value for Moral Culture on Employee Performance is 0.358, indicating that for every unit increase in Moral Culture, Employee Performance increases by 35.8%. The t-statistic value is 4.123 (>1.967) with a p-value of 0.000 (<0.05), meaning the influence of Moral Culture on Employee Performance is positive and significant.
- The coefficient path value for Organizational Commitment on Employee Performance is 0.358, implying that for every unit increase in Organizational Commitment, Employee Performance increases by 35.8%. The t-statistic value is 4.717 (>1.967) with a p-value of 0.000 (<0.05), indicating a positive and significant influence of Organizational Commitment on Employee Performance.
- The coefficient path value for Job Satisfaction on Employee Performance is 0.237, suggesting that for every unit increase in Job Satisfaction, Employee Performance increases by 23.7%. The t-statistic value is 2.555 (<1.967) with a p-value of 0.011 (>0.05), indicating a positive but nonsignificant influence of Job Satisfaction on Employee Performance.
- The coefficient path value for Moral Culture on Organizational Commitment is 0.414, indicating that for every unit increase in Moral Culture, Organizational Commitment increases by 41.4%. The t-statistic value is 3.908 (>1.967) with a p-value of 0.000 (<0.05), showing a positive and significant influence of Moral Culture on Organizational Commitment.
- The coefficient path value for Job Satisfaction on Organizational Commitment is 0.406, suggesting that for every unit increase in Job Satisfaction, Organizational Commitment increases by 40.6%. The t-statistic value is 3.785 (>1.967) with a p-value of 0.000 (<0.05), indicating a positive and significant influence of Job Satisfaction on Organizational Commitment.

Indirect Testing

Table 10. T-test (uji-t) for testing indirect effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Ethical Culture -> Organizational Commitment -> Employee Performance	0,148	0,145	0,058	2,566	0,011
Job Satisfaction -> Organizational Commitment -> Employee Performance	0,145	0,142	0,045	3,219	0,001

Source: results of SmartPLS 3.0 data analysis

Ethical culture has a positive and significant effect on employee performance through organizational commitment (H6: $\beta = 0.148$, $t = 2.566$, $p < 0.05$), H6 accepted.

Job satisfaction also has a positive and significant effect on employee performance through organizational commitment (H7: $\beta = 0.145$, $t = 3.219$, $p < 0.05$), H7 accepted.

Conclusion

Based on the research findings presented, the conclusions can be summarized as follows 1) Ethical culture has a positive and significant influence on employee performance. The implementation of ethical culture can enhance employee performance and create a positive work environment. This aligns with (Schein, E.H., Schein, 2017) theory, emphasizing that culture sets standards of behavior for organizational members; 2) Organizational commitment has a positive and significant impact on employee performance. Strong commitment from employees to the company contributes to better performance. Mowday's theory in (Yusuf & Syarif, 2017) supports the concept that organizational commitment is a strong belief and support for the values and goals of the organization; 3) Job satisfaction has a positive and significant influence on employee performance. High job satisfaction creates motivation and high work enthusiasm, and influences employees' commitment to the company; 4) Ethical culture indirectly has a positive and significant impact on employee performance through organizational commitment. Employees who practice ethical culture tend to have strong commitment to the company; 5) Job satisfaction also indirectly has a positive and significant impact on employee performance through organizational commitment. High job satisfaction encourages employees to have a strong commitment to the company. Thus, it can be concluded that ethical culture, organizational commitment, and job satisfaction play important roles in improving employee performance at PT. ANTAM Tbk UBPE Pongkor. These findings are consistent with several previous studies, although there are some differing research results, highlighting the importance of organizational context in these relationships.

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