



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 2 • 2017

Analysis of Organizational Culture and Job Satisfaction to Supervision Performance through Organization Commitment on PT. Arara Abadi Sinarmas Forestry Perawang Riau

Rina Juniarti¹, Susi Hendriani² and Yulia Efni^{2*}

¹ Postgraduate Student, Department of Management, Faculty of Economy, University of Riau

² Lecturer, Department of Management, Faculty of Economy, University of Riau

* Corresponding Author: yuliaefni@yahoo.com

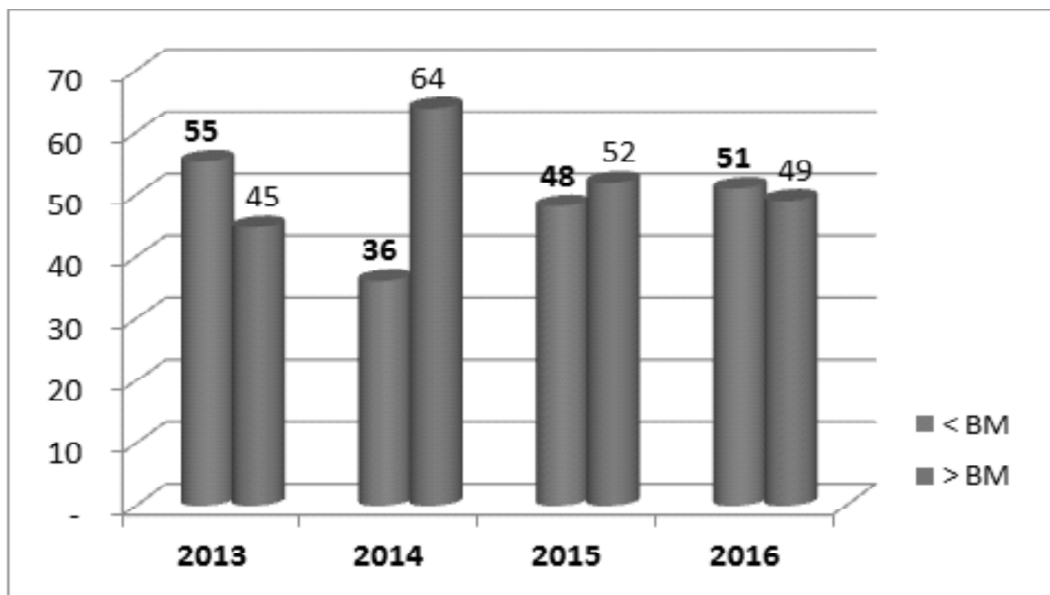
Abstract: The objective of this study is to investigate the relationship between organizational culture and job satisfaction to organization commitment and its impact on the performance of PT. Arara Abadi Sinarmas Forestry Riau Supervision. This study uses quantitative methods, with the aim of analyzing the performance of 141 inspectors who performed in eleven district with the object of interest is the organizational culture, job satisfaction, organizational commitment, and performance of supervisors. Analysis of the data in this study conducted with rare-step WarPLS-based structural equation modeling. The result show that organizational culture has a significant positive effect on the job satisfaction and organizational commitment. In other hands, organizational culture has a significant negative effect on the performance of supervisors. Job satisfaction has a significant positive effect on the organizational commitment and performance of supervisors. Finally, organizational commitmen has a insignificant effect on the performance of supervisors.

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

1. INTRODUCTION

PT. Arara Abadi as one of the region industrial plantation management under Sinarmas Forestry is committed to be a company manager with a leading industrial forest plantation management practices that ensure the sustainability of the production function, ecological and social development and ensure the legality and origin of supplied timber. To realize these goals, it is required human resources that can best contribute, commit and have the optimum performance so that companies can meet and achieve its vision and mission and be able to adjust and align with the changes experienced by the company. This condition is illustrated by the motto of the company with the slogan “We Care, We Do, We Win”.

But in reality the performance achieved supervisor has not shown that optimum achievement. One of them can be seen from the achievement of the crop quality which is not maximized. The quality of plant in average per year is still below the benchmark of 90% with a tolerance of 10%. In 2013, the plant on target crop quality (benchmark) is only 44.7%, in 2014 by 63.9%, in 2015 by 51.9%, and in 2016 by 49%. To more clearly, it can be seen in the Figure 1. Based on the Figure 1, it can be seen that the trend crop quality achievement from 2013 to 2016 which reached the benchmark tends to be declining. An increase occurred in 2014, but continued to decline in the next two years. The reduced crop quality caused by several things: the plants die because the seed selection is not done properly, the plants that grow dwarf (abnormal) due to improper fertilization, plants grow sideways and wilting plants. In addition there are a lot of weeds in crop areas despite the fact that weed control with herbicides, so that the growth is not optimal and cause the timber has a small diameter. All above things show the decreasing quantity and quality planting crops that cannot be separated from the role of supervisors in their work. From the description above we can conclude the existence of phenomena that shows the indications of the regulatory performance that is not optimal. There are several factors that can affect the performance of employees include:



Source: Plantation Control Departemen

Figure 1: Trend Achieving Quality Plant PT. Arara Abadi Sinarmas Forestry Riau Year 2013 - 2016

First, Organizational culture. Organizational culture is a system of meanings, values and beliefs that are shared within an organization that becomes a reference to action and differentiate one organization to another organization (Robbins and Judge, 2008: 256). The phenomenon that occurs is the attitude and behavior of supervisors in carrying out their work not in accordance with the existing culture within the company namely “we care, we do, we win”. The lack of concern for supervisors in performing their duties and functions leads to achievement cannot be optimal. Lack of interest supervisors makes misunderstanding the working procedures, so that the work results obtained have not been optimal. It can be said yet integrated organizational culture is strong in self-employees. Organizational culture of a company is not just a slogan

but has the functionality and benefits. The results of empirical studies conducted by Uddin et al (2013), Tanuwibowo et al (2013) suggest that organizational culture has a strong influence on employee performance. The statement was supported by research conducted by Hakim (2015), which proves that organizational culture has a positive and significant impact on performance, and organizational commitment has a significant role as a mediating variable between organizational culture and employee's performance.

Second, Job satisfaction. Luthans (2006: 244) states that job satisfaction is a person's emotional state that is positive and exciting results from valuing a job or work experience. The phenomenon that occurs on a supervisor is the supervisor has not devoted all attitudes, attention and ability to work, so the quality of the plants that is achieved is still below target. This shows the negative attitude towards work supervisor. Results of research conducted by Indermun et al (2013) and Novita et al (2016) showed that employee satisfaction has significant positive effect on employee performance.

Third, Commitment to the organization. Mowday (1982) states organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain a member of the organization. Organizational commitment is the identification and engagement of a person who is relatively strong against the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and willing to strive for the achievement of organizational goals. Commitment supervisors also are indicated still low, visible from several matters relating to the duties and functions of supervisors. Supervisors cannot control, do not understand the standard of a job correctly and not consider the results of the work done are a goal to be achieved together. Several studies prove that affects organizational commitment to employee performance is the research conducted by Tanuwibowo et al (2014). In conclusion, it is said that there is a significant effect of organizational commitment on employee's performance. Syauta (2012) concluded that organizational commitment significantly influences the performance of an employee directly or indirectly through job satisfaction. Furthermore, Hakim (2015) states the organization's commitment also has a significant role as a mediating variable between organizational culture with employee's performance.

Based on the background above, the objective of this study is to investigate the relationship between organizational culture and job satisfaction to organization commitment and its impact on the performance of PT. Arara Abadi Sinarmas Forestry Riau Supervision.

2. THEORETICAL BACKGROUND

2.1. Performance

Performance comes from the job performance or the actual performance, which means job performance or achievements of someone in work. Luthans (2005: 165), according to behavioral approaches in management, performance is the quantity or quality of something produced or services rendered by a person who does the job. This understanding is more emphasis on the individual, where the performance in question is the employee's performance can be seen through the achievements of an employee at work.

Cascio (2013: 693) states the performance as a way to ensure that individual workers or teams know what is expected of them and they remain focus on the effective performance by giving attention to the objectives, measures and assessment. While Mathis et al (2006: 65) states that the performance is essentially

what is done or not done employees. Understanding the performance of this link between the work to the work done. It is where efforts focus on the objectives, measures and assessment.

Dessler (2009: 41), the performance is an achievement, a comparison of results of the employee with the standards established by the company. While Sedarmayanti (2011: 260) says that the performance is the work of a worker, a management process or an organization as a whole, where the results of the work have to be shown the evidence is concrete and measurable (as compared to the standards set). From the above definition can be concluded even though the notion of performance vary but the goal is the same that person's ability to carry out the work both in quality and quantity.

2.2. Organizational Culture

Culture is a vital understanding as norms, values, attitudes, and beliefs that are shared by members of the organization. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization with other organizations. The system of shared meaning is a set of key characteristics that upheld by the organization, Robbins and Judge (2008). Organizational culture can be defined as values that apply to human resources in carrying out the obligations and behavior in organizations, (Uha 2013: Hakim, 2015:4-5)

According to Schein (2009: 27), organizational culture is a pattern of basic assumptions accepted by the organization to act and solve problems, form the staff that is able to adapt to the environment and to unite the members of the organization. To that must be taught to new members, including members as the correct way to assess, think and feel the problems encountered.

Robbins et al (2010: 63) states that organizational culture is a set of values, principles, traditions and ways of working that are shared by members of the organization and will affect the behavior and the actions of members of the organization. A strong culture is a powerful tool to drive behavior, because it helps employees to do a better job so that each employee at the beginning of his career needs to understand the culture and how that culture implemented.

According to Robbins in Wibowo (2013: 17) the organizational culture is a common perception held by members of the organization, a system of sense of togetherness. Cultural organizations concerned with how employees feel the characteristics of an organization's culture, not with whether they like it or not. Greenberg and Baron in Wibowo (2013: 17) states that the organizational culture as a cognitive framework that consists of attitudes, values, norms of acceptable behavior and expectations shared by members of the organization. The root of each organizational culture is a set of core characteristics that are valued collectively by members of the organization.

2.3. Job Satisfaction

According Luthans (2006: 244), job satisfaction is a person's emotional state is positive and exciting results from valuing a job or work experience. Robbins and Timothy (2008: 99) define job satisfaction as a positive feeling about the work of someone who is the result of the evaluation of its characteristics. Davis and Newstorm (2008: 105) say that job satisfaction is a set of feeling of the employee whether he is unpleasant or not about the employee's job. According to Handoko (2008: 193), he says that job satisfaction is an emotional state that is both pleasant and unpleasant with which employees view their job.

2.4. Organizational Commitment

Organizational commitment is defined as a situation where an employee favoring certain organizations as well as the goals and desires to retain membership in the organization. Thus, the involvement of high employment means favoring certain job of an individual, while the high organizational commitment which means an impartial organization that recruits individuals (Robbins, 2008).

According to Mathis et al (2006), organizational commitment is “the degree to which employees believe in and accept organizational goals and desire to remain with the organization”.

According Mowday (1982) in Sopiah (2008: 156), organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain a member of the organization. Organizational commitment is the identification and engagement of a person who is relatively strong against the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and is willing to strive for the achievement of organizational goals. According to Lincoln (1994) in Sopiah (2008: 155), organizational commitment includes the pride of members, members’ loyalty, and the willingness of members of the organization.

3. MATERIAL AND METHOD

This research was conducted at PT. Arara Abadi Sinarmas Forestry Riau engaged in the management of industrial timber estates (HTI). Goal of this research focused on the performance of supervisors considered less than optimal in achieving the quality of crops. The condition is certainly very worrying for the company, because the quality of crop results determines future production that will come. Dessler (2009: 41), the performance is an achievement, a comparison of results of the employee with the standards established by the company. Performance is the quantity or quality of something produced or services rendered by a person who does the job (Luthans, 2006). A person’s performance is also reflected in its ability to achieve certain requirements that have been established or are used as the standard. Each company will try to make the employee’s performance can be achieved optimally, thus the organization’s performance can also be achieved. It can be concluded that the growth of the company in the future is strongly influenced by the performance of supervisors.

Researchers have done previous research despite the unfavorable findings of this study are Hendriani, Efni & Restuti (2016); and Efni & Indarti (2016). Previous studies as revealed in the background of research have proven that the employee’s performance is influenced by several factors such as organizational culture, job satisfaction, and organizational commitment. Organizational culture is viewed as the two main variables that affect the merits of the performance of employees, while organizational commitment and job satisfaction is as intermediate variables.

Based on the research background, literature review, and frame of mind, it can be illustrated as a research model in Figure 2.

This study uses quantitative methods, with the aim of analyzing the performance of 141 inspectors who performed in 11 (eleven) district with the object of interest is the organizational culture, job satisfaction, organizational commitment, and performance of supervisors. In this study, the population is the entire supervisor with the number of 217 people, who come from 11 districts in Riau. Based on population, it is



Source: Adopted from Robbins *et al* (2008), Luthans (2006:244), Kreitner *et al* (2008) in Putriana (2015), Syauta *et al* (2012)

Figure 2: Conceptual Model

then performed sampling. Arikunto (2010: 174) argues that the sample is partially or representative of the population studied. The sampling technique used in this study is Cluster Sampling with the formula obtained Slovin 141 respondents as samples.

Data collection techniques used in this study is a questionnaire, which is a technique of collecting data by distributing a list of the question (questionnaire). To see the effect of independent variables (exogenous) to the dependent variable (endogenous), the authors conducted measurement techniques and data analysis by stating the answer in numbers and then give the numbers and give a percentage score for each type of answer a questionnaire based on the Likert scale. To test the hypothesis of the study using data analysis techniques ie Partial Least Square (PLS). Analysis of the data in this study conducted with rare-step WarPLS-based structural equation modeling.

4. RESULT AND DISCUSSION

4.1. Evaluation of Measurement Model (Outer Model)

Outer model regarding validity and realibilitas research instruments namely convergent validity. The correlation between the reflective indicator score with a score of latent variables. Scores loading of 0.5 to 0.6 is considered sufficient to meet the requirements. In Table 1 looks reflective indicator scores with latent variable scores were above 0.5 and there are some scores with a value below 0.5 but still above 0.4. Loading scores between 0.4-0.7 should still be considered to be maintained, but if the score below 0.4 should be removed from the model. So from scores obtained from this calculation score of 0.4 is still used in the model. P-value required is <0.05 , so from the acquisition of P-value calculations are presented in Table 4.9 below where P-value for all indicators is at a value <0.001 then this model can meet the requirements, namely $<0.001 > 0.05$. From the score indicator to score varabel latent and P values obtained then this model can meet the convergent validity.

Discriminant validity. Reflective indicator measurement based on cross loading with latent variables. When the value of each indicator in cross loading the relevant variables compared to the largest cross loading on the other latent variables then be valid. Another method by comparing the square root of

Table 1
Result of Combined Loading and Cross-loading

	<i>X1</i>	<i>Y1</i>	<i>Y2</i>	<i>Y3</i>	<i>Type (a)</i>	<i>SE</i>	<i>P value</i>
X1.1	(0.595)	0.211	0.162	-0.079	Reflect	0.077	<0.001
X1.2	(0.548)	-0.239	0.212	-0.068	Reflect	0.076	<0.001
X1.3	(0.581)	-0.118	-0.023	0.081	Reflect	0.074	<0.001
X1.4	(0.565)	-0.051	-0.277	-0.022	Reflect	0.074	<0.001
X1.5	(0.617)	0.252	-0.154	0.209	Reflect	0.073	<0.001
X1.6	(0.672)	0.054	-0.038	0.048	Reflect	0.072	<0.001
X1.7	(0.665)	-0.170	0.157	-0.137	Reflect	0.072	<0.001
X1.8	(0.519)	0.323	0.038	-0.240	Reflect	0.077	<0.001
X1.9	(0.548)	-0.170	0.020	0.107	Reflect	0.074	<0.001
Y1.1	0.460	(0.570)	-0.201	-0.070	Reflect	0.074	<0.001
Y1.2	0.340	(0.655)	-0.034	-0.060	Reflect	0.072	<0.001
Y1.3	-0.451	(0.680)	-0.018	0.037	Reflect	0.072	<0.001
Y1.4	-0.266	(0.799)	-0.006	0.032	Reflect	0.070	<0.001
Y1.5	0.049	(0.667)	0.231	0.042	Reflect	0.072	<0.001
Y2.1	-0.054	0.061	(0.680)	0.027	Reflect	0.072	<0.001
Y2.2	-0.022	-0.181	(0.585)	0.002	Reflect	0.074	<0.001
Y2.3	0.121	0.186	(0.637)	-0.212	Reflect	0.073	<0.001
Y2.4	0.341	-0.350	(0.542)	0.061	Reflect	0.078	<0.001
Y2.5	0.031	-0.071	(0.803)	0.033	Reflect	0.070	<0.001
Y2.6	-0.208	0.151	(0.815)	0.084	Reflect	0.070	<0.001
Y3.1	0.016	-0.010	-0.018	(0.778)	Reflect	0.070	<0.001
Y3.2	0.033	-0.081	-0.021	(0.792)	Reflect	0.070	<0.001
Y3.3	-0.093	-0.096	-0.025	(0.697)	Reflect	0.072	<0.001
Y3.4	0.097	0.020	-0.049	(0.670)	Reflect	0.072	<0.001
Y3.5	0.026	0.171	0.031	(0.689)	Reflect	0.072	<0.001
Y3.6	-0.068	0.009	0.072	(0.830)	Reflect	0.070	<0.001

average variance extracted (AVE) any correlation between the latent variables with other latent variables in the model, if AVE latent variables is greater than the correlation with all other latent variables then said to have a good discriminant validity. Recommended measurement values greater than 0.50 and deemed valid. Composite reliability. Group indicator that measures a variable has a composite reliability was good if it has Composite reliability > 0.7, although not an absolute standard. 4:10 can be seen in the table below:

Table 2
Latent Variable Coefficients

	<i>X1</i>	<i>Y1</i>	<i>Y2</i>	<i>Y3</i>
R-squared		0.253	0.169	0.083
Composite reliab.	0.798	0.808	0.810	0.882
Cronbach's alpha	0.716	0.702	0.714	0.838
Full colin. ViF	1.348	1.252	1.159	1.011
Q-squared		0.261	0.169	0.082

R-square indicates the percentage of the response variable can be explained by the predictor variables. The higher the R-square then the model is getting better, and vice versa R-square is only there for the response variable. Based on the output results in Table 2 that the value of R-square for the variable Y3 (performance) of 0.083 which means that the contribution of the influence of variables X1, Y1 and Y2 to Y3 of 9.3% and the remaining 90.7% is influenced by other variables outside our model and error. Reliability composite value used to determine the reliability of research instrument with a value of > 0.7 as a requirement of reliability. Based on the output in Table 2. known that composite reliability values > 0.70 so it can be expressed all variables in this study has been qualified reliability.

Full collinearity VIF is full collinearity test results which include multikolinieritas vertical and lateral. Ie linear collinearity collinearity between the latent variables predictor with the criterion and can be used to test the common method bias. Criteria for full collinearity test is a must-value < 3.3 so that the free model of vertical collinearity problems, and common refraction method. Q-square is used to assess the predictive validity that can be worth negative and the value is greater than zero. Based on the output in Table 2 can be seen that the estimation results show the value 12:26, 0.169, and 0.082, and is greater than zero, so valid.

Cronbach Alpha. Group indicator that measures a variable has a composite reliability was good if it has $\alpha > 0.6$. Based on the output in Table 4, 11 in mind that all of the variables in the study had a cronbach alpha values greater than 0.6 so that all variables in this study is reliable. Testing the vertical collinearity can be known from the output block variance inflation factors are presented in Table 3 below. Data is said to be having problems collinearity vertical if $VIF < 3.3$. Based on Table 3 is known that the results of the study no vertical collinearity problem.

Table 3
Ouput Block Variance Inflation Factors

	X1	Y1	Y2	Y3
X1				
Y1				
Y2	1.187	1.187		
Y3	1.054	1.036	1.030	

4.2. Evaluation of Structural Model (Inner Model)

Evaluation of structural models based model fit and quality indices are presented in Table 4. According to Table 4 it is known that the model fit and quality indices for all the eligibility criteria, except for Statistical Suppression Ratio (SSR) = 0.667, which should have a minimum of 0.7. Thus the model can be used as an analytical research.

4.3. Hypothesis Testing

Testing the hypothesis in this study refers to the coefficient value (negative or positive sign) and the p-value. If the p-value < 0.05 then the relationship between variables was significant, whereas otherwise insignificant. Figure 3 shows the hypothesis testing result of direct effect.

Tabel 4
Model fit and Quality Indices

No	Model fit and Quality Indices	Fit Criteria
1	Average path coefficient (APC) = 0.255, P < 0.001	P < 0.05
2	Average R-square (ARS) = 0.169, P < 0.001	P < 0.05
3	Average adjusted R-squared (AARS) = 0.156, P < 0.001	P = 0.14
4	Average block VIF (AVIF) = 1.099, Accep	Acceptable if < 5. Ideally < = 3.3
5	Average full collinearity VIF (AFVIF) = 1.193 , Accep	Acceptable if < 5. Ideally < = 3.3
6	Tenenhaus GoF (GoF) = 0.272 Medium	Small > = 0.1, Medium > = 0.25, Large . = 0.36
7	Sympson's paradox ratio (SPR) = 1.00, Ideal	Acceptabel if >= 0.7, ideally = 1
8	R-square contribution ratio (RSCR) = 1.00, Ideal	Acceptabel if >= 0.9, ideally = 1
9	Statistical suppression ratio (SSR) = 0.667, Accep	Acceptabel if >= 0.7,
10	Non linear bivariate causality direction ratio (NLBCDR) = 1.00, Accep	Acceptabel if >= 0.7,



Figure 3: Analysis Result: Direct Effect

Based on the analysis result (direct effect) of WarPLS showed that (1) organizational culture has a significant positive effect on the job satisfaction, (2) organizational culture has a significant positive effect on the organizational commitment, (3) organizational culture has a significant negative effect on the performance of supervisors, (4) job satisfaction has a significant positive effect on the organizational commitment, (5) job satisfaction has a significant positive effect on the performance of supervisors, and (6) organizational commitmen has a insignificant effect on the performance of supervisors.

Based on the analysis result (indirect effect or mediation effect) of WarPLS showed that (1) organizational culture has a insignificant effect on the organizational commitment through job satisfaction, (2) organizational culture has a significant and positive effect on the performance of supervisors through organizational commitment and job satisfaction. This indicates organizational commitment and job satisfaction as mediation variables in relationship between organizational culture toward performance of



Figure 4: Analysis Result: Indirect Effect

supervisors, (3) job satisfaction has a insignificant effect on the performance of supervisors through organizational commitment.

4.4. Discussion

The influence of organizational culture on performance. The results showed that organizational culture has a significant negative effect on the performance of supervisors. This means that the values contained in the organizational culture of the organization has not fully implicated properly. The cause of absenteeism on the basis of research triggered by their dissatisfaction with the activities related to the promotion system and a review of salary increases. Nelson and Quick (2006) revealed that job satisfaction is affected five specific dimensions of work, namely the salary, the job itself, promotion, supervision (leaders) and co-workers. This study supports the results Putriana et al (2015), Karneli et al (2015) and Syauta et al (2012) which proves that the culture of the organization does not have the influence and significant impact on employee performance though tested by means of different statistics and determination of sample different. The results of this study are different from the results of an empirical study conducted Tanuwibowo et al (2013) that concluded that organizational culture has a strong influence on employee performance.

The influence of job satisfaction on the performance of supervisors. The results showed that job satisfaction is positive and has a significant effect on the performance of supervisors. Based on the results of research, the cause of the performance is not optimal supervisory influenced by satisfaction with the salary has not been fulfilled. Supervisors felt policies related to salaries do not match the demands and workload. Nelson and Quick (2006) found that job satisfaction is affected five specific dimensions of work

i.e. salary, promotion, supervision (leadership), the work itself and coworkers. Employees view salary as a reflection of how the management views of their contribution to the company. Promotion is another dimension that can affect job satisfaction. The company's policy in providing promotional opportunities is considered unfair. This causes the supervisors unsatisfied. Robbins (2015) identified four workers' response to dissatisfaction namely exit, voice, loyalty and neglect. Referring to the above opinion, the supervisors' response to the dissatisfaction is neglect. It can be seen with the poor discipline of the completion if not monitored. Let the process of work take place without supervised. It causes crop quality does not match with the target (benchmark).

High job satisfaction of supervisors can be seen from the supervisory relationship. Supervisors have a good relationship with their boss and other coworkers. They give each other feedback, support and help when there is trouble. High job satisfaction can motivate the supervisor to work harder. Besides, the job requires interaction with peers, superiors, regulations and organizational policies, performance standards, working conditions, and so forth. A person with a high level of job satisfaction showed a positive attitude towards work. Conversely, a person with a low level of job satisfaction showed a negative attitude towards work. The results of this study support the research Indermun et al (2013), Sangadji (2013), Novita et al (2016) which prove employee satisfaction has a significant positive effect on employee performance.

The influence of organizational culture on supervisors' performance through organizational commitment. The results of this study indicated that organizational culture has a positive and significant impact on the performance of supervisors through organizational commitment. The research data show that high organizational commitment of the supervisors, though the company has not fully provided equal remuneration for work performance as well as an element of subjectivity in the policy on salaries and promotions. However, employees find it difficult to leave the company. The high organizational commitment of supervisors is also influenced by the attitude of the supervisor who was already part of the company. So that supervisors will continue to strive for the achievement of company objectives.

According to David (1997) in Sopiah (2008: 163), he suggests four factors that influence employee commitment to the organization, namely personal factors, job characteristics, characteristics of the structure and work experience. Personal factors are the factors that influence organizational commitment of supervisors. Data survey respondents by sex shows that all respondents are male with an average age of 40 years with an average married status. As the head of the household with an average age of 40 years takes a great responsibility to meet the needs of families and prepare for the necessities of life in the future as well as possible. Supervisors have a high commitment means that the supervisor has the loyalty to the company and will work optimally to achieve the company's goal to provide optimum performance. The results of this study support the results of an empirical study conducted by Hakim (2015) and Nurdin et al (2016) which prove that organizational culture has a positive and significant impact on performance, and organizational commitment has a significant role as a mediating variable between organizational culture and employee performance.

The influence of job satisfaction on the performance of supervisors through organizational commitment. The results showed that job satisfaction has a positive and significant effect on the performance of supervisors through organizational commitment. Job satisfaction that is met can lead the organizational commitment to the supervisor. According Putriana et al (2015), job satisfaction has a significant influence on organizational commitment.

Job satisfaction is closely related to organizational commitment. Luthans (2006: 244) stated job satisfaction is an emotional state of someone who is positive and exciting results from valuing a job or work experience. Robbins and Timothy (2008: 99) define job satisfaction as a positive feeling about the work of someone who is the result of the evaluation of its characteristics. Job satisfaction is a reflection of the feelings and attitudes towards work, where the employee job satisfaction can be achieved when in performing work all expectations can be met. Thus supervisors who met his satisfaction will influence the supervisor's commitment to the company, devote energy and effort for the achievement of company objectives. The results of this study are consistent with results obtained (2013), Novita et al (2016), employee's job satisfaction has positive and significant effect on employee performance.

The influence of organizational commitment on the performance of the supervisors. The results show the organization's commitment has a significant positive effect on the performance of supervisors. In other words the organization's commitment has strong influence on the performance of supervisors. Based on the research, high organizational commitment of supervisors is affected by the attitude of supervisors who feel part of the company so they must do what is best for the company. According to Mathis and Jackson (2000) organizational commitment is the degree to which employees believe and accept the organization's goals and will stay or not will leave the organization. Allen and Meyer in Sudarmanto (2009: 102) argue the indicator of commitment consists of affective commitment, continuance commitment, and normative commitment. Based on the above opinion, it can be deduced that the supervisor wishes to remain in the company triggered by the presence of affective commitment and continuance commitment. The results support a number of studies conducted by Novita et al (2016), Tanuwibowo et al (2014), Usmany et al (2014). In conclusion it is said that there is a significant effect of organizational commitment on employee performance.

The influence of organizational culture on job satisfaction. The results showed that organizational culture positive and significant effect on job satisfaction. The strong influence of organizational culture on job satisfaction is supported by a culture of good teamwork. Good teamwork culture backed by a company that actively encourages each department to work together with other units in ways that are coordinated. This is in accordance with the characteristics of organizational culture presented by Robbins about 7 (seven different) characteristics of the organizational culture that can establish a culture / culture organizations that either one of them is a team orientation. Team orientation is the extent of the activities coordinated work around teams, rather than individuals. It is closely related to job satisfaction is influenced by five specific dimensions of work ie salary, promotion, work itself, supervision (leaders) and co-workers who support each other.

The results of this study support the research Syauta et al (2012), Dizgah, et al (2012) which states that the organizational culture can affect performance if mediated by job satisfaction. The results support a number of studies conducted by Novita et al (2016). In conclusion it is said that there is a significant effect of organizational commitment on employee performance. The influence of organizational culture on job satisfaction. The results showed that organizational culture has a positive and significant effect on job satisfaction. The strong influence of organizational culture on job satisfaction is supported by a culture of good teamwork. Good teamwork culture is supported by a company that actively encourages each department to work together with other units in ways that are coordinated. This is in accordance with the characteristics of organizational culture presented by Robbins about 7 (seven different) characteristics of

the organizational culture that can establish a culture of organizations that either one of them is a team orientation. Team orientation is the extent of the work activities coordinated around teams, rather than individuals. It is closely related to job satisfaction that is influenced by five specific dimensions of work i.e. salary, promotion, work itself, supervision (leaders) and co-workers who support each other. The results of this study support the research Syauta et al (2012), Dizgah, et al (2012) which states that the organizational culture can affect performance if mediated by job satisfaction.

5. CONCLUSION AND RECCOMENDATION

Based on the analysis result, the conclusion of this study are organizational culture has a significant positive effect on the job satisfaction and organizational commitment. In other hands, organizational culture has a significant negative effect on the performance of supervisors. Job satisfaction has a significant positive effect on the organizational commitment and performance of supervisors. Finally, organizational commitment has a insignificant effect on the performance of supervisors.

Based on the research results and conclusions that have been presented above, the suggestions for further research are as follows: (1) Future researchers are expected to add exogenous variables of the study, (2) For researchers who want to continue this research, they are expected to be able to enter a variable or try swapping some of new variables, (3) Future researchers must try different techniques of data analysis from this study to test the research variables in order to find a different outcome and conduct further analysis.

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