

# EFFECT OF COMMITMENT ORGANIZATION, CULTURAL ORGANIZATION AND JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES UD JAYA ALFIYAN SIDOARJO

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**Abstract:** *This study aimed to determine the effect of organizational commitment, organizational culture and job satisfaction simultaneously and partially on employee performance UD. Alfiyan Jaya Sidoarjo.*

*The study population was all of the employees and a sample of 76 employees. Data collection instrument was a questionnaire, and data analysis techniques using multiple linear regression with SPSS 17.00.*

*Results of this study demonstrate organizational commitment, organizational culture, job satisfaction affects employee performance simultaneously and partially. This evidence is based on the results of the analysis indicate that organizational commitment t-test value is 2,265 to 0,026 sig. value, so that  $(0.026 \leq 0.05)$ , organizational culture that values the t-test is 2.121 to 0.037 sig. value, so that  $(0.037 \leq 0.05)$ , and job satisfaction that the t-test is 2.584 to 0.012 sig. value, so that  $(0.012 \leq 0.05)$ , it means that job satisfaction also affect employee performance. But the results of simultaneous test or F-test was found in F count is 12.180 with sig. value is  $0.000 \leq 0.05$ , so that  $H_0$  refused and  $H_a$  accepted. Thus, we can conclude that the results of this study are organizational commitment, organizational culture and job satisfaction have an influence on employee performance. Because as we know that employees are human resources who own the company and they should be coordinated to achieve business goals.*

**Keywords:** *organizational commitment, Organizational Culture, Job Satisfaction, and Employee Performance.*

## PRELIMINARY

Many organizations are successful because they are committed to keeping employees need because they believe that organizations that encourage employee satisfaction can secure greater employee commitment. (Popoola. *et al.* 2007). Commitment is a belief, that reflects "the strength of a person's attachment to an organization". Researchers has suggested that reciprocal commitment is the

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underlying mechanism and that employees will offer their commitment to meet the psychological contract.

Meyer and Allen (1991) in previous studies mentioned that the concept of commitment has been demonstrated that employee commitment to the organization have a positive influence on job performance. Many successful organizations are deeply committed to keeping employees, because they believe that organizations that encourage employee satisfaction can secure the commitment of employees are more likely to get the most out of them characterized by a shortage of skills such, the role of human resources practices in the organization, and in fostering the involvement and commitment of the employees is paramount. In this direction, the achievement of organizational goals depends on a significant impact both positive and negative that employees on organizational performance and productivity (Wagar 2003).

Organizational commitment and job satisfaction has received significant attention in the study of the workplace. This is due to a general recognition that these variables can be the primary determinant of organizational performance (Angle, 1981; Riketta, 2002) and effectiveness (Laschinger, 2001; Miller, 1978). Several studies have reported a strong correlation of organizational commitment and job satisfaction and turnover (Benkhoff, 1997). When employees are satisfied at work, they are less committed and will look for other opportunities to stop. If opportunities are not available, they may be emotionally or mentally “withdraw” from the organization. Thus, organizational commitment and job satisfaction are important in assessing the attitude of the employees intention to quit and the overall contribution of the employee to the organization. Many factors of job satisfaction and organizational commitment have been proposed in previous studies (Chen and Francesco, 2000; Mathieu and Zajac, 1990; Williams and Hazar, 1986). For example, the leadership (Williams and Hazar, 1986) and organizational culture (Trice and Beyer, 1993) were shown to have a significant impact on both job satisfaction and organizational commitment (Lok and Crawford, 1999, 2001). However, the influence of national culture on leadership styles, organizational culture and their subsequent effect on employee job satisfaction and commitment are not explored. Previous studies have shown that national culture can affect managerial style (Westwood and Posner, 1997) and the behavior of employees (Chen and Francesco, 2000; Miroshnik, 2002).

Organizational culture can influence how people set personal and professional goals, perform tasks and manage resources to achieve them. Organizational culture affects the way in which people consciously and unconsciously think, make decisions, and finally the way in which they look, feel and act (Hansen and Wernerfelt, 1989; Schein, 1990). Agree and Kennedy (1982) and Peters and

Waterman (1982) have suggested that cultural organizations can use considerable influence within the organization, especially in areas such as performance and commitment. Researchers in the culture of the organization has also proposed a form or a different type of culture. For example, Goffee and Jones (1998) identified four forms of organizational culture (ie network, mercenaries, fragmented and communal). Martin (1992) saw the organization culture from three perspectives (ie integration, differentiation and fragmentation). Wallach (1983) states that there are three main types of organizational culture (ie bureaucracy, support and innovative). Since people carry their personal values, attitudes and beliefs in the workplace, their level of commitment to the organization may be different. Values, attitudes and beliefs are reflected in different national cultures. How do personal values match the existing organizational culture and national culture influence personal values can be a big difference in the difference in how the company is managed in the east and west. In cross-cultural research, it is recognized that there are significant differences in the characteristics of the national culture between eastern and western culture (Chen, 2001; El Kahal, 2001; Hofstede, 1980, 1991). For example, the presence of high power distance values and bureaucratic culture in Chinese companies also recognized (Chen, 2001; Pye, 1985). Since organization in Hong Kong is mainly managed by ethnic Chinese, their relative value preferences of high power distance and Confucianism could make a significant impact on organizational culture. Confucian values often associated with obedience, respect authority and loyalty (Chen, 2001; El Kahal, 2001). For instance, important decisions are made by the owners and senior management of the Korean and Chinese companies. Owners and executives are on top of the bureaucratic structure in these companies. Direction and orders tend to be top-down and there is little delegation and empowerment. In contrast, this is generally reversed in Western companies. According to Hofstede (1980), the US and Australia are relatively low power distance state and the values of democracy, equalitarianism and participation are more prevalent. In the US and Australia, authorities legitimized more on performance and achievements. There is a greater delegation and decentralization of decision making and control.

However, research has shown that greater empowerment by management to further improve employees' participation, productivity, satisfaction and commitment (Conger and Kanungo, 1988; Malone, 1997). Although, Western companies have a bureaucratic structure and rules, they are mainly used to coordinate activities and reporting purposes. Chinese companies see bureaucracy as ownership, control and centralized decision-making. Employees must follow instructions without question. On the basis of the differences between Chinese and Australian cultures in power distance, control, decision-making and governance, it is predicted that the national culture can influence organizational

culture, leadership style of the company and further, the level of job satisfaction and commitment.

The success of a company is strongly influenced by the performance of its employees. The performance of an individual employee, because each employee has a different ability levels - different in their job. The management can measure the employees for their performance based on the performance of each - each employee. According Anggoro (1993) in (Setiyawan and Waridin 2006) performance is the achievement or the work exhibited by a person or group or organization fit the job requirements that have been specified. Each company will strive to always improve the performance of employees in order to achieve the stated goals of the company. Various ways can be taken the company in improving the performance of employees including organizational commitment, organizational culture, and job satisfaction.

## STUDY LITERATURE

### Organizational Commitment

*Robbins and Judge (2007: 74)* defines commitment as a situation where an individual is an impartial organization as well as the goals and desires to retain membership in the organization. Based on this definition, the organizational commitment included an element of loyalty to the organization, involvement in work, and acceptance of the values and goals of the organization. Where loyalty, involvement, and acceptance related to the performance of the organization. Triguno (2000) argues that organizational culture is a mix of the values of trust and norms defined as a pattern of behavior within an organization.

*According to Hani Handoko (2001: 193)* noted with satisfaction the work (job satisfaction) is an emotional state that is pleasant or unpleasant for something work. Job satisfaction reflects one's feelings toward his work is evident in the positive attitude of employees towards work and everything encountered in the work environment.

*Luthans (2006: 249)* states that organizational commitment is an attitude that reflects the loyalty of employees in the organization and sustainable process in which members of the organization expressed concern for the organization and the success and sustainable progress.

*Robbins and Judge (2007: 100)* defines the commitment of the organization as a situation where an employee is favoring a particular organization as well as the goals and desires to retain membership is within the organization.

So it can be concluded that organizational commitment is the level of capability of employees to identify themselves and participate actively in the organization

who marked desire to maintain membership in the organization, trust and acceptance of the values and goals of the organization, and a willingness to work as closely as possible in the interests of the organization.

### **Organizational culture**

*According to Edgar Schein (in John M. Ivancevich 2006: 44)* organizational culture is a pattern of basic assumptions invented, discovered, or developed by certain groups while learning to face problems of external adaptation to the internal integration that has been going pretty good weeks to be considered valid, and by therefore, to be taught to new members as the correct way to berpersepsi, thinking, and feeling connection with the problems encountered.

*The same thing also expressed by Mangkunagara (2005: 113)* states that organizational culture is a set of assumptions or system of beliefs, values, and norms developed within the organization are used as guidelines of conduct for its members to overcome the problem of external adaptation and internal Based on expert opinion indicate that organizational culture is a system of values, assumptions, beliefs, philosophy, customs organizations and others are believed to members of the organization and that differentiates it from other organizations and also as a tool to control the interaction of each member of the organization and developed in a long time by the founders, leaders and members of the organization in order to achieve the objectives that have been planned in advance.

### **Job satisfaction**

*According to Husein Umar (2008: 213)* job satisfaction is a feeling and an assessment on the job, especially regarding working conditions, in relation to whether the job is able to meet the expectations, needs, and desires.

*According T.Hani Handoko (2007: 193)* job satisfaction is an emotional state that is pleasant or unpleasant in which employees view their work.

Job satisfaction is a pleasant emotional attitude and loves her job. This attitude is reflected by the morale, discipline, and work performance. *(Abdurrahmat Fathoni, 2006: 128)*

From the definitions above, it can be concluded that job satisfaction is a pleasant psychological state felt by workers in a work environment because of the requirement for adequately.

### **Employee performance**

*According Nitisemito (2001)* defines performance (performance) as a result of work that can be achieved by a person or group of people within an organization of the

authority and responsibilities of each, in order to achieve the objectives of the organization concerned. In other words, the performance of individual and group performance greatly affects the performance of the company or organization as a whole in order to achieve the company's goals.

*According Hasibuan (2002: 34)* performance is a result of work achieved in executing the tasks assigned to him based on skills, experience and seriousness as well as time.

Meanwhile, according to Sedarmayanti (2001), the most common activities are valued in the organization is an individual's performance, namely how he does everything related to a position, a job or role within the organization. Performance means job performance, work performance, attainment of employment or work to job performance. Understanding the performance refers to the results of the implementation of the employee's job. Thus, the achievement of good work necessarily reflect the employee's performance is good and apply vice-versa.

*According to Gilbert (1977) in Soekidjo Notoatmodjo (2009: 124)* the performance is what is done by a person in accordance with its duties and functions.

Based on the notions put forward by the experts, it can be concluded that the performance is a comparison of the results achieved by employees working with the standards set. Performance also means that the results achieved by a person, both in quality and quantity within an organization in accordance with the responsibilities given.

## **RESEARCH METHODS**

This type of research is explanatory research and research using quantitative approach with survey method. According Singarimbun and Effendi, (1995). This research is expected to know and examine the influence of variables that have been determined which describes the influence of organizational commitment, organizational culture, and job satisfaction to employees performance at UD JAYA ALFIYAN SIDOARJO.

Total population in this study as many as 76 people. Samples taken as many as 76 people, based on the formula Slovin by using proportional stratified random sampling procedure. Techniques of data collection and survey method using a questionnaire.

Instruments used in collecting the data is the two conditions, namely the validity and reliability. And the result of all valid and reliable. So that the instrument can be used in research. The method of analysis in this research is the analysis of descriptive and inferential statistical analysis using Linear Regression Analysis and Testing Hypotheses (F test and t test).

## VARIABLES

### Independent Variables

The independent variable (independent) are variables that affect the variables that can be interpreted as the cause (Arikunto, 2006: 119). The independent variables in the study consisted of:

The independent variable in this study was

**Organizational Commitment (X1) Luthans (2006: 249)**, There are three indicators in measuring the level of organizational commitment, ie:

- 1) The existence of a feeling of being part of the organization (a sense of belonging to the organization)
- 2) The interest or enthusiasm for work (a sense of excitement in the job).
- 3) The sense of belonging to the organization (ownership)

**Cultural Organization (X2 Mangkunagara (2005: 113))**, Indicators to measure organizational culture is as follows:

- 1) Rules of behavior observed
- 2) Norma
- 3) Value Dominant
- 4) Philosophy
- 5) Rules
- 6) Organizational Climate

**Job Satisfaction (X3) T. Hani Handoko (2007: 193)**, Indicators to measure job satisfaction is as follows:

- 1) Work
- 2) Wages
- 3) Promotion
- 4) Supervisory
- 5) Coworkers

The dependent variable in this research is the employee performance (Y).

**Employee performance (Y), Hasibuan (2002: 34)** Indicators for measuring the performance of employees is as follows:

- 1) Quality
- 2) Quantity

- 3) Timeliness
- 4) Effectiveness
- 5) Independence

In the data analysis this study researchers used statistical program SPSS. To test conducted among other things: Test Validity, Test Reliability, Data Analysis Using Regression, Classical Assumption Test, and Hypothesis Testing.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

Characteristics of respondents most respondents were male with anumber of 64 respondents (84.21%), while for women amounted to 12 respondents (15.79%). Data-based characteristics of respondentsagedat mostin the range of20-40 years with a total of 62(81.58%), followed by respondents aged 41-50 years to as many as14 people (18.42%) education level of respondents surveyed from school the upper level (senior high school) and junior secondary school (junior high school) at the level the high school education of 48 people (63.16%) and junior high school educationby the number of28 respondents (36.84%).

## DATA ANALYSIS

### Descriptive Analysis

Descriptive analysis was intended to descri be the frequency distribution of respondents based questionnaire distributed to 76 respondents. Descriptive analysis showed that the variables of organizational commitment, organizational culture, job satisfaction and good response performance by employees. Aspects of employee commitment assessed on target, organizational culture has also beenrated as good, especially in theregulation of employee, job satisfaction partial response wasless, especially onwagesand salariesas well as the promotion of employees to the next levelwhile inthe performance there needs to bean evaluation of the leadership, especially in terms ofwork quality and quantity work.

#### *5.1.2. Statistical AnalysisInferential*

##### *Regression Analysis*

Multiple regression analysisis used to describe the relationship between the independent variables (independent) on the dependent variable (dependent). The important things in the regression analysis, among others: the regression equation, the coefficient of determination ( $R^2$ ), the F-testandt-test. From the regression



equation is known that employee performance dependent variable (Y) value will be predicted by the independent variables are employee commitment (X1), culture organizational (X2) and job satisfaction (X3). The third regression coefficient on the variable is positive, it can be interpreted that organizational commitment, job satisfaction and organizational culture has an influence on employee performance

The regression equation with the standardized coefficient (beta) as follows:

$$Y = 0,277 + 0,197 X1 + 0,318 X2 + 0,359 X3$$

In accordance with the regression line obtained, it can be interpreted as follows:

- 1) Price coefficient constant = 0.277, this means that if the value of X1, X2 and X3 is equal to zero, then the employee's performance will be worth 0.277 points.
- 2) Price coefficient X1 = 0.197 suggesting that if all other variables constant, and if the organization's commitment fell by 1 point will result in decreased job satisfaction by 0.197 points.
- 3) Price coefficient X2 = 0.318 suggesting that if all other variables constant, and if the organizational culture variables rose by 1 point will lead to increased job satisfaction by 0.318 points.
- 4) Price coefficient X3 = 0.359 suggesting that if all other variables constant, and if the variable job satisfaction rose by 1 point will lead to increased job satisfaction by 0.359 points.

## **Hypothesis testing**

### **1. Test-F**

From the above results obtained calculated F value of 12.180, while the magnitude of F table with a significant level of 5% with df of 76 and k is 3 obtained F table by 2.72. This means that the value of F count > F table (12.180 > 2.72) so that the value of F is in the region of rejection  $H_0$  which means that the coefficient of multiple determination  $(R^2)$  is significant.

### **2. Test-T**

After calculation of the two independent variables, the obtained results:

1. The influence of organizational commitment to employee performance UD. ALFIANJAYA Sidoarjo.
  - (a) T count of variable organizational commitment is 2,265 and its value was 2.72 T table.

- (b) Because  $T_{table} > T_{count} (2.72 > 2.265)$

Then  $H_0$  is rejected and  $H_1$  then accepted. This means that the value of the regression coefficient significant tested. Then there is a significant influence between organizational commitments to employee performance UD. Alfiyan Jaya Sidoarjo.

2. The influence of organizational culture on employee performance UD. Alfiyan Jaya Sidoarjo.

- (a) T count value of the variable of organizational culture is 2,121 and its value T table is 2,72

- (b) Because the table  $T_{table} > T_{count} (2.72 > 2.121)$

Then  $H_0$  is rejected and  $H_1$  accepted. This means that the value of the regression coefficient significant tested. Then there is a significant influence between organizational cultures on employee performance UD. Alfiyan Jaya Sidoarjo.

3. The effect of job satisfaction on employee performance UD. Alfiyan Jaya Sidoarjo.

- (a) T count value of the variable job satisfaction is 2.584 and its value t table is 2,72.

- (b) Because the  $T_{table} > T_{count} (2.72 > 2.584)$

Then  $H_0$  is rejected and  $H_1$  accepted. That means that the value of the regression coefficient significant tested. Then there is a significant effect between job satisfaction on employee performance UD. Alfiyan Jaya Sidoarjo.

As for the hypothesis that the authors propose that states allegedly between organizational commitment, organizational culture, performance and satisfaction, job satisfaction variables have a dominant influence on employee performance UD. Alfiyan Jaya Sidoarjo, after partial test turnst count of variable organizational commitment (X1) has a value ie 2,265, organizational culture variable (X2) has a value ie 2.121, while job satisfaction (X3) of 2.584. This indicates that the variable job satisfaction has dominant influence on employee performance UD. Alfiyan Jaya Sidoarjo, so there searchers propose the hypothesis is that no significant value and unsubstantiated.

## DISCUSSION

Based on the analysis performed using Multiple Linear Regression with the help of Program Statistics SPSS version 17.0 is obtained in the table *Model Summary* that the price of multiple correlation coefficient of  $R=0.337$  indicating that there is influence between the variables of organizational commitment (X1), organizational culture (X2) and job satisfaction (X3) to variable employee performance (Y).

**The first hypothesis testing results** indicate that organizational commitment variables have a significance level of  $0.026 < 0.05$ , H1 accepted. This means that the commitment the organization has a significant influence on employee performance UD. Alfiyan Jaya Sidoarjo. According Luthans (2006: 249) organizational commitment is an attitude that reflects the loyalty of employees in the organization and ongoing process in which members of the organization expressed concern for the organization and the success and sustainable progress. Organization's commitment to UD. Alfiyan Jaya measured by looking for the feeling of being part of an organization, any interest or enthusiasm for work, and a sense of belonging to the organization. This means that the higher the employee's commitment to the organization, the higher the performance of employees at UD. Alfiyan Jaya. This is according to research conducted by (Popoola. *et al.* 2007). This states that a commitment is a belief that reflects "the strength of a person's attachment to an organization". Researchers has suggested that reciprocal commitment is the underlying mechanism and that employees will offer their commitment to meet the psychological contract. Meyer & Aliens (1991) in previous studies mentioned that the concept of commitment has been demonstrated that employee commitment to the organization have a positive influence on job performance and job satisfaction Organizational Commitment has received significant. attention in the study of the workplace. This is due to a general recognition that these variables can be the primary determinant of organizational performance (Angle, 1981; Riketta, 2002) and effectiveness (Laschinger, 2001; Miller, 1978). Several studies have reported a strong correlation of organizational commitment and job satisfaction and turnover (Benkhoff, 1997).

**The second hypothesis testing results** indicate that organizational culture variables have a significance level of  $0.037 < 0.05$ , the H2 is accepted. This means that the organizational culture has a significant influence on employee performance UD. Alfiyan Jaya Sidoarjo. According Mangkunagara (2005: 113) organizational culture is a set of assumptions or system of beliefs, values, and norms developed within the organization are used as guidelines of conduct for its members to address the problem of external adaptation and internal. UD organizational culture. Alfiyan Jaya measured by looking at the behavior observed rules, norms, dominant values, philosophy, rules, and organizational climate. This means that the higher the culture of the organization the higher the performance of employees at UD. Alfiyan Jaya. This is consistent with research Soedjono (2005) which states the influence of organizational culture on organizational performance and job satisfaction in the passenger terminal in Surabaya can be accepted.

This is consistent with previous research that organization cultures influences the way in which people consciously and unconsciously think, make decisions,

and finally the way in which they look, feel and act (Hansen and Wernerfelt, 1989; Schein, 1990). Agre and Kennedy (1982) and Peters and Waterman (1982) have suggested that cultural organizations can use considerable influence within the organization, especially in areas such as performance and commitment. Researchers in the culture of the organization have also proposed a form or a different type of culture. For example, Goffee and Jones (1998) identified four forms of organizational culture (ie network, mercenaries, fragmented and communal). Martin (1992) saw the organization culture from three perspectives (ie integration, differentiation and fragmentation). Wallach (1983) states that there are three main types of organizational culture (ie bureaucracy, support and innovative). In cross-cultural research, it is recognized that there are significant differences in the characteristics of the national culture between eastern and western culture (Chen, 2001; El Kahal, 2001; Hofstede, 1980, 1991). For example, the presence of high power distance values and bureaucratic culture in Chinese companies also recognized (Chen, 2001; Pye, 1985). Since organization in Hong Kong is mainly managed by ethnic Chinese, their relative value preferences of high power distance and Confucianism could make a significant impact on organizational culture. Confucian values often associated with obedience, respect authority and loyalty (Chen, 2001; El Kahal, 2001). For instance, important decisions are made by the owners and senior management of the Korean and Chinese companies

**The third hypothesis testing results** show that job satisfaction variables have a significance level of  $0.012 < 0.05$ , the H3 is accepted. This means that job satisfaction has a significant influence on employee performance UD. Alfiyan Jaya Sidoarjo. by According T.Hani Handoko (2007: 193) job satisfaction is an emotional state that is pleasant or unpleasant in which employees view their work. UD job satisfaction. Alfiyan Jaya measured by looking at the work, wages, promotion, supervisors, and coworkers. The higher work satisfaction, the higher the performance of employees UD. Alfiyan Jaya. It is the study of the Joni Muslimin (2012) which states the influence of factors of satisfaction with the performance of employees of PT. Micro System Mojokerto acceptable.

This is in line with previous research in the US and Australia, authorities legitimized more on performance and achievements. There is a greater delegation and decentralization of decision making and control. However, research has shown that greater empowerment by management to further improve employees' participation, productivity, satisfaction and commitment (Conger and Kanungo, 1988; Malone, 1997). Although, Western companies have a bureaucratic structure and rules, they are mainly used to coordinate activities and reporting purposes.

**Results of the fourth hypothesis testing** using Test-F was obtained significant values of 0.00 and calculated F value of 12.180. The significance value less than

0.05 and the calculated F value is greater than the value of F table ( $12.180 > 2.72$ ), then dapat disimpulkan that simultaneously there is the influence of organizational commitment, organizational culture, and job satisfaction on employee performance UD. Alfiyan Jaya Sidoarjo.

This is consistent with previous research ie Anggoro (1993) in (Setiyawan and Waridin 2006) performance is the achievement or the work exhibited by a person or group or organization fit the job requirements that have been specified. Each company will strive to always improve the performance of employees in order to achieve the stated goals of the company. Various ways can be taken the company in improving the performance of employees including organizational commitment, organizational culture, and job satisfaction.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

From the results of data analysis and hypothesis testing summarized as follows:

1. The analysis showed that the variables of organizational commitment (X1) significant value to variable employee performance (Y). Thus the first hypothesis is stating that organizational commitment (X1) positive influence on employee performance (Y) can be accepted and attested.
2. From the analysis found that organizational culture variables (X2) significant value to variable employee performance (Y). Thus Hypothesis 2 which states that the culture of the organization (X2) has positive influence on employee performance (Y) can be received and attested.
3. From the analysis showed that job satisfaction variable (X3) significant value to variable employee performance (Y). Thus Hypothesis 2 which states that job satisfaction (X3) positive influence on employee performance (Y) can be accepted and attested.
4. to expand shared values. By knowing the culture of the organization, will facilitate the management takes both strategic and operational decisions.
5. The owner is expected From the analysis carried out simultaneously showed that there is a relationship between the variables of organizational commitment (X1), organizational culture (X2), and job satisfaction (X3) to variable employee performance (Y). Thus Hypothesis 4 which states that organizational commitment (X1), organizational culture (X2) and job satisfaction (X3) positive influence on employee performance (Y) can be received and tested.

## Suggestion

Based on the research that has been done, the researchers can provide some suggestions:

- 1) For other researchers who are interested in research on the commitment of the organization should be able to develop further by taking into account other factors such as personal characteristics/person, organizational characteristics, job characteristics and work experience.
- 2) Should the owner be civilizing values adopted by SMEs to each employee by conveying the desired value in the language adopted by most employees. Encourage employees with positive statements about their ability to be more concerned with improving employee satisfaction with more attention given wage. The provision of decent wages will have an impact on employee kepuasan. Employees will feel rewarded for the efforts given in participating developing and raising SMEs.

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