

# WORK CULTURE, ITS INFLUENCE ON EMPLOYEE COMMITMENT IN PRIVATE HIGHER EDUCATION

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**Abstract:** The objective of this research is to discuss about how can the concept culture give effects on employee commitment in Muhammadiyah University of Jember as an organization. The kind of this research is a quantitative research with a descriptive approach because utilized SPSS Statistic 24 software during the processing data. Then, the researcher used census or known as a saturated sampling where all sample become as a sample and got the 137 respondents. Besides, questionnaires, observation and interviews were applied as a data collection method to gain the data. After that, the data instrument test, the classical assumption test, multiple linear regression analysis and hypothesis test (t-test and coefficient determination (R<sup>2</sup>)) is used by researcher as technique to analysis the data. Next, the contribution of this research is to help University of Muhammadiyah Jember organization by give feedback and strategies about how to improve the quality of their staff. Therefore, the organization will improve in the future. The results of the study demonstrate that teamwork has a negative impact on employee commitment, but communication, training, and rewards have a big beneficial impact.

**Keywords:** Keywords: Teamwork, Communication, Training, Rewards, Employee Commitment

## INTRODUCTION

Human resource management (HR) is one of the factors to increase human resource support in achieving organizational goals through increasing employee productivity, reducing work turnover and reducing absenteeism while increasing employee job satisfaction and also human resource development. All companies definitely need HR or human resources that are reliable and ready to compete with other companies. Without a special effort in changing human resources, the organization will be increasingly left behind and become uncompetitive. Therefore, it is necessary to take steps to organize and control the development of human resources within the organization in order to further increase organizational commitment to employees so that it will improve motivation and commitment to the organization (Nadapdap, 2017). In organizational culture, in essence, is a habit that has values attitudes or norms that are believed and carried out by all members of the organization. Organizational culture provides characteristics and identity to a company or organization and distinguishes the organization from other organizations. Moreover, (Nikita, 2019) said that organizational culture indicated to the unique relationship from norms, values, beliefs and the way

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individual act that become how do employers try to resolve when problem comes into the organization (Nikita, 2019).

Work culture is a philosophy based on a perspective of life as values that become traits, habits, and motivating factors, ingrained in the life of a community group or organization, and then mirrored from attitudes into behavior, beliefs, ideals, views, and actions that are manifested as work or work. A corporation needs supporting components including teamwork, communication, training development, and rewards in order to establish a competent organizational culture. Organizational success and productivity can be attained through maximizing employee engagement to the organization by continually establishing and implementing corporate culture (Riadi, 2019). According to (Ramdhani et al., 2017), the idea of employee commitment to the company is described by a causal relationship to corporate culture, which is reflected in the aspects of teamwork, communication, training development, and rewards.

Organizational commitment, according to (Wibawa & Made Surya Putra, 2018), can be compared to other work-related attitudes like job satisfaction, which is defined as employees' feelings about their work, and organizational identification, which is defined as the degree to which an employee experiences a "sense of oneness" with their organization. Additionally, organizational scientists have created a variety of scales to evaluate organizational commitment as well as several complex definitions of it. Organizational initiatives to increase organizational commitment among its employees are inextricably linked to the organization's applied organizational culture, which is a set of rules or fundamental precepts that employees use to conduct themselves within the workplace. Every firm today has fresh difficulties in achieving competitive organizational performance and assembling a loyal staff. The world is very competitive and dynamic. Every employee inside a company must be committed to the organizational goals in order for it to function at its highest potential in the competitive environment of today. Determining the meaning of commitment and how it affects good outcomes is crucial. Employee commitment improves organizational performance because committed workers make ties with the company. A person performs better at work and benefits the organization more if they have an emotional connection to their career, connections with other employees, and the company (Andrew, 2017).

To successfully accomplish the process of accomplishing corporate goals, organizations need strong teamwork. A group of people collaborating in order to accomplish a common objective is known as teamwork. Employees can collaborate, develop their own talents, and give helpful comments when working in teams without interfering with one another. If the employees of an organization or firm cannot cooperate effectively, no organizational task will be completed. Teams that operate well together or produce results that exceed the sum of their individual contributions do so through individual effort. Through coordinated actions, teamwork creates advantageous synergies. In an organization or business, this implies that a team's performance is superior to an individual's performance. But in order to effectively contribute to employee performance and job outcomes at an institution, teamwork must also be effective (Lawasi & Triatmanto, 2017). Besides, according to (Setiawan & Lestari, 2016) managing an organization is not easy, so it requires a lot of skills to expedite its implementation. Among the many skills needed in an organization, there is one way that can unite all aspects to work together to achieve organizational or company goals, namely communication skills and abilities to create an organizational atmosphere that can motivate employees to give their best performance. Communication is one of the strategies used to direct employee awareness

and understanding of bureaucratic reform, vision, mission and organizational goals. Communication is a means of conveying messages or information, creating a particular response or response so that there are no distortions or gaps, and a means of overcoming problems that arise (Lawasi & Triatmanto, 2017). In maintaining quality human resources (HR), an organization will strive to create superior and quality human resources, one of which can be done is to conduct training for their employees. Because maintaining quality human resources in an organization is not easy. If the commitment of employees is low, it will have an impact on the running of the organization. This employee behavior will lead to the employee's decision to leave his job (Ratnasari et al., 2021). Another factor that can increase employee commitment is the awarding of rewards to employees. Appreciation is a sign for those who receive it that their actions are good and useful and can be applied again in the future. Awards can be in the form of compensation, both in the form of financial compensation and non-financial compensation. Financial compensation can be in the form of salaries, bonuses and benefits received by employees, while non-financial compensation can be in the form of interesting assignments, responsibilities in the work environment, or in the form of promotion (Asikin, 2015).

Muhammadiyah Jember University is one of the private tertiary institutions, an organization engaged in the world of education is oriented towards becoming a tertiary institution that excels in science and technology that breathes Islamic values, it is expected that the performance of all components, both from the leadership level to the employee level at the Muhammadiyah Jember University is able to to achieve the goals that become the orientation of the university. However, in reality there is a phenomenon, namely the low level of employee discipline (Sanosra et al., 2020). Meanwhile, Ramezan (2016) states that organizational attempts to raise employee organizational commitment cannot be separated from the organizational culture that is in place, where organizational culture is a set of rules or basic assumptions that employees use to behave in the organization. A key component of the organizational management system is organizational culture which is a set of ethical values and beliefs held by the organization's members. When it comes to job satisfaction within the company, employees that have a high level of organizational commitment can be identified. Basically, every employee who is selected to enter each company has its own criteria, for example, its own vision and mission, one of which also has a strong commitment to work in the desired company so the company must select it well. Employees who work well and have good commitment are criteria for employees who can be trusted to work (Pinangkaan et al., 2020). With respect to the concept of work culture which has an influence on employee commitment. The initial findings of researchers in the field found that individual habits and behavior of employees have an impact on the sustainability of organizational activities. This is influenced by the results of their work on employee commitment to the organization. Not a few parties argue that some of the factors that affect the decline in the ability of employees is the lack of attention from agencies in providing appropriate education or training programs for their employees.

**Table 1. 1 List of Education for permanent employees at the University of Muhammadiyah Jember in 2023**

No	Level	Amount	Presentase
1.	Not Known	12 People	8, 75%
2.	Elementary School	1 People	0,72%
3.	High School	14 People	10, 21%
4.	D3	5 People	3, 64%
5.	S1	102 People	74, 46%
6.	S2	3 People	2, 2%
<b>Total</b>		<b>137 People</b>	<b>99, 98%</b>

*Source: Data processed by researchers 2023*

Based on the data in table 1.1 above, it shows that the educational level of Muhammadiyah Jember University employees in 2023 will have the highest number of employees with an undergraduate degree, namely 102 employees. This shows that the level of education and skills of employees is very concerned in the division of tasks and authority in accordance with their fields. Which will then have a positive impact on employees and the results of the work provided are in accordance with what is expected by the agency. At the Muhammadiyah University of Jember itself, even though the level of education possessed by its employees is quite high, it does not rule out the possibility that employees have a feeling of dissatisfaction with the Job Desk given because when they see the results of the division of tasks they feel dissatisfied due to several factors, namely, not conformity the educational background taken, the competencies possessed are not appropriate, the vacancies chosen are the second choice and so on. whereas in the work culture the factors that influence employee commitment to the organization are Teamwork, Communication, Training and Rewards. These elements play an important role in the achievement of competencies possessed by individuals. In this study, it is hoped that the problems encountered in the field can be input for increasing employee commitment to the organization.

**Table 1. 2 List of Employee Turn Over for 2019-2023**

No	Year	Enter	Out
1	2019	22	0
2	2020	25	2
3	2021	40	2
4	2022	7	19
5	2023	4	6

*Data Source: data processed by researchers 2023)*

Table 1.2 data shows that employee turnover data for the last 5 years, where in 2021 the largest number of employees entered the company. During this period activities or activities were very limited due to the spread of the Covid-19 Virus. Even so, the data showed that available staff and job vacancies were still open for the continuation of activities and activities within the Mu-

hammadiyah University of Jember. However, in the following year, namely 2022, the data shows that the most employees leaving the organization have been in the last 5 years. In the above phenomenon there are many factors that can cause this to happen, because of this the importance of instilling employee commitment to the organization is very much needed.

## LITERATURE REVIEW

### 2.1 Work culture

Culture is defined as: "thoughts, customs, something that has developed, something that becomes a habit that is difficult to change" in KBBI. The words "culture" and "tradition" are frequently used interchangeably in ordinary speech. Tradition in this context is understood to refer to a group's general beliefs, attitudes, and behaviors that emerge from their regular conduct and become ingrained in their community.

### 2.2 Teamwork

A team is a group of two or more individuals who work together on a task and in concert to accomplish a particular objective. To assist the process of accomplishing business goals, strong teamwork is required. According to Tracy, collaboration is a task that is handled and completed by a number of individuals that are part of the same company (Lawasi & Triatmanto, 2017).

### 2.3 Communication

One method for directing employees' interest in and comprehension of corporate goals, bureaucratic reform, and vision and mission is through communication. Achieving a certain reaction or response in order to avoid distortions or gaps, as well as a means of resolving issues, are all examples of communication (Setiawan & Lestari, 2016).

### 2.4 Training

Training is an educational program that is conducted methodically, organized, and supervised by professionals in order to improve the ability in the workplace to achieve the work goals desired by a work organization and to improve and develop attitudes, behaviors, skills, and knowledge of employees in accordance with the wishes of the company concerned in order to obtain a job satisfaction (Pinangkaan et al., 2020).

### 2.5 Appreciation

The reward system is a financial incentive given to people who go above and beyond expected performance levels. All sorts of rewards financial and nonfinancial that employees earn for providing services to Nasution's business are referred to as awards in the magazine (Susanto, 2016).

### 2.6 Employee Commitment

One of the work mindsets is organizational commitment. because it represents how a person feels about the company where he works (whether he likes it or not). An individual's orientation toward the organization, which consists of loyalty, identity, and engagement, is referred to as organizational commitment. Organizational commitment is the focus of dynamic interactions between people and their organizations.

### 2.7 Hypothesis

#### a. The Influence of Teamwork on Employee Commitment

The sustainability and efficiency of an organization depend on teamwork. Teamwork that is organized and well-run within a firm will swiftly reach its targets or desired objectives. Teamwork has a considerable impact on organizational commitment, according to study (Dewi et al., 2022).

$H_1$  = Teamwork has a significant effect on employee commitment.

#### **b. The Influence of Communication on Employee Commitment**

Communication is essential for organizational operations due to effective lines of communication between staff members and managers as well as interactions with clients. Information spreads like wildfire and has the power to boost business or organization productivity. In the study mentioned, it is hypothesized that the factors of motivation, communication, and teamwork have a favorable and significant impact on employee performance, with the communication variable being hypothesized to have the most significant impact on enhancing employee performance (Lawasi & Triatmanto, 2017).

$H_2$  = Communication has a significant effect on employee commitment.

#### **c. The Effect of Training on Employee Commitment**

The process of acquiring knowledge and exposing workers to something new that they will need to do their jobs effectively is known as training. According to the study's findings (Muhammad Irham Adam et al., 2020), data analysis revealed that education and training had a big impact on organizational commitment.

$H_3$  = Training has a significant effect on employee commitment

#### **d. The Influence of Rewards on Employee Commitment**

Given by the company to its personnel as a token of appreciation or thanks for their efforts and triumphs that go above and beyond what has been predetermined. According to the research done (Asikin, 2015), trust and recognition both have an impact on organizational commitment at the same time, and rewards have a partial influence as well. According to these findings, employee trust and appreciation impact the degree of organizational commitment among employees. As a result, factors affecting incentive and trust must be taken into account while improving organizational commitment.

$H_4$  = Rewards have a significant effect on employee commitment

## **METHOD**

### **1. Research design**

In this research, quantitative methods combine with descriptive approach is used as a research design. The researcher was conducted the research to employees that works on human resources (HR) department of University of Muhammadiyah Jember. As stated by (Sugiyono, 2016) qualitative method can be comprehended as a research method to examine population or some sample, used research instrument as a way to collect the data, and analysis the data can be quantitative or statistic that has purpose to examine the hypothesis which was written by researcher.

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## 2. Data Types and Sources

### a. Primary Data

This data collection is carried out by distributing questionnaires to research objects and filled directly by respondents.

### b. Secondary Data

Data obtained from archives owned by organizations / agencies, literature studies, previous research, literature, and journals related to the problem studied. Secondary data in the form of number of employees, absenteeism rate, and company profile.

## 3. Population and Sample

In this study, the population were 137 employees from BAAK, UPT, BIRO, etc. at the Muhammadiyah University of Jember. In addition, sample is piece of the total and characteristics which are owned by population. From this explanation, we can conclude that sample is a piece of population that represent the population because it has the same traits or characteristics. In this study, it was obtained from a population of 137 employees and all of them would be sampled without certain criteria. Saturated sample or known as a census is used by the researcher as technique to take some sample that the entire member of population are samples.

## 4. Data Collection Methods

### a. Interview

Data collection techniques by conducting direct interviews with leaders and employees about the object of observation being studied. The interviews conducted were unstructured interviews. Unstructured interviews are free interviews where researchers do not use interview guidelines that have been compiled systematically and completely for data collection (Sugiyono, 2016).

### b. Questionnaire

One method of gathering data is through the use of questionnaires, which include distributing a list of questions to respondents and hoping that they would reply. In this survey, a closed question model, a type of question that has previous response alternatives attached. It will be utilized, allowing respondents to select one of these alternatives.

### c. Measurement Scale

The measurement scale used in this study is the Likert scale. Likert scales are used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena or problems (Sugiyono, 2016).

## RESULTS AND DISCUSSION

In this article, the data that obtain from the results of questionnaire is examined with the following variables:

### 1. Teamwork ( $X_1$ )

First hypothesis ( $H_1$ ) in this research that was examined by multiple regression analysis in the t test prove that team work as a variable has a significant negative influence on employee commitment in the organization by looking at the significance level that is equal to  $0.000 < 0.05$  while  $(-6.072) > (1.656)$  which means the hypothesis is "accepted" with the effect shown by the negative regression coefficient of  $-0.905$ . Then, the teamwork variable has a significant negative effect on the employee commitment variable. It means that the lower teamwork or poor team-work can be decrease the employee's commitment in the organization ( $H_1$  Accepted)

According to Bukhari in the journal (Rahmawati & Supriyanto, 2020) cooperation in achieving quality must be developed to achieve maximum results. Management humanresources is a key to the growth of an organization. Therefore teamwork is an important factor in implementing TQM. In improving the quality of resources man This can be done through efforts such as workshops, seminars, training, MGMP, and KKG. Through these activities, good teamwork will be formed

The results of this research are contrasting with the reseach that conducted by (Fathia et al., 2018) teamwork has a significant effect on organizational commitment. Effective teamwork activities can lead to increased performance and higher employee job satisfaction. In particular, working in teams can empower employees and help them to develop an attitude of autonomy which is a major source of increased organizational commitment and minimized stress. perceived influence from the team through perceived individual influence will have a positive relationship with affective commitment, but if normative commitment is high, the perceived team influence will be less strongly related to individual influence.

## 2. Communication ( $X_2$ )

The results of multiple regression analysis in the t test for the second hypothesis ( $H_2$ ) show that communication has a significant effect on employee commitment to the organization at the Muhammadiyah University of Jember, with a significance level of  $0.000 < 0.05$  while  $10,786 > 1,656$  which means the hypothesis "accepted" with the effect shown by the regression coefficient is positive by  $1.006$ . then the communication variable has a significant effect on employee commitment. The influence shown by the regression coefficient is positive, meaning that the higher the communication that is established, the employee's commitment to the organization is increasing  $H_2$  Accepted).

According to (Islamiyah et al., 2022), in his research journal it states that communication is the process of transferring meaning in the form of ideas or information from one person to another so that the person being invited to communicate can be influenced to interpret an idea or information in the way expected by the communicator. Therefore, good communication is needed so that the delivery of information does not occur misunderstanding which will cause problems.

The results of this study are in line with previous research conducted by (Dirwan, 2022). There is a direct effect of perceptions about communication on the organizational commitment of employees of PT. ABC Flight. This finding can be interpreted that the level of organizational commitment is one of the factors influenced by perceptions of organizational commitment,



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so that if the perception of communication is increased it can increase organizational commitment.

### 3. Training ( $X_3$ )

The results of the analysis on the t test on the third hypothesis ( $H_3$ ) prove that the training variable has a significant effect on employee commitment to the organization at the Muhammadiyah University of Jember. With a significant value of  $0.00 < 0.05$ , while the value  $6,575 > 1,656$  with a positive regression coefficient of 1,181. The influence shown by the regression coefficient is positive, meaning that the higher the training attended, the employee's commitment to the organization is increasing ( $H_3$  accepted).

According to (Pinangkaan et al., 2020), in his research journal, training is an educational program that is carried out systematically, organized, and guided by professionals, in order to improve skills in the field of work and achieve work objectives established by a work organization. It also aims to improve and develop employees' attitudes, behaviors, skills, and knowledge in accordance with the goals of the company concerned, in order to achieve these goals. The purpose of this trail is to gather information on performance issues within the organization and to correlate performance indicators with regard to real and expected behavior.

The findings of this investigation are consistent with earlier studies by (Muhammad Ibrahim Adam et al., 2020). The study's findings demonstrate that  $H_6$  Through corporate commitment, education and training are thought to have an impact on employee performance. The outcomes of the data analysis demonstrate that education and training significantly impact organizational commitment.

### 4. Award ( $X_4$ )

The results of the analysis on the t test on the fourth hypothesis ( $H_4$ ) show that rewards has a significant effect on employee commitment to the organization at the Muhammadiyah University of Jember, by looking at the significance level which is equal to  $0.032 < 0.05$  while the value of  $2.162 > 1.656$  with a positive regression coefficient of 0.142. The influence shown by the regression coefficient is positive, meaning that the better the award, the employee's commitment to the organization is increasing ( $H_4$  accepted).

According to (Pratolo et al., 2021) by implementing a fair reward and punishment system in the organization for employees, it is believed to be able to make college employees more motivated at work and will do the best job possible. So that the increase in the performance of employees with a fair system of rewards and punishments will have an impact on the measurement of organizational performance systems which will improve as well.

The results of this study are in line with previous research conducted by (Suhartini & Ahmad Musafir A, 2018) it can be concluded that perceived organizational support mediates appreciation of affective commitment. In previous research conducted by Devina Kristina et

al., the results of this study showed that the effect of appreciation on affective commitment with organizational support as a mediator had a positive and significant effect. This is because the awarding of rewards in the form of wages, benefits and recognition has been proven to have been received in a real way and is felt to be good enough by the employees.

## CONCLUSION

From the data that has been obtained and analyzed by the researcher, the following conclusions are obtained:

1. Team-work ( $X_1$ ). After applied the multiple regression analysis on the test for the first hypothesis ( $H_1$ ) the results prove that there is no correlation between team-work and employee commitment. This means team-work has a significant negative effect on employee commitment. This indicates that teamwork among employees at the University of Muhammadiyah Jember is getting lower. The teamwork that exists between employees and superiors is decreasing employee commitment to the organization.
2. Communication ( $X_2$ ). After applied the multiple regression analysis on the test for the second hypothesis ( $H_2$ ) the results prove that the influence of communication on employee commitment to the organization shows a positive influence. This indicates that communication has an influence on increasing employee commitment to the organization at the Muhammadiyah University of Jember.
3. Training ( $X_3$ ). After applied the multiple regression analysis on the test for the second hypothesis ( $H_3$ ) the results prove that training give positive effect on employee commitment in the organization. This indicates that training plays a role in increasing employee commitment to the organization at the Muhammadiyah University of Jember.
4. Rewards ( $X_4$ ). After applied the multiple regression analysis on the test for the second hypothesis ( $H_4$ ) the results prove that rewards has a significant positive effect on employee commitment in the organization. This indicates that the more appreciation given by the company to employees, the higher the employee's commitment at the Muhammadiyah University of Jember as an organization.

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