

Effect of Organizational Culture and Empowerment on Organizational Commitment to Improve Employee Performance

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Abstract

This study aims to examine the effect of Organizational Culture and Empowerment on Organizational Commitment to improve Employee Performance at Puskesmas Ngemplak 1. This research was conducted on all employees of Puskesmas Ngemplak 1, totaling 40 people. This research is quantitative in nature. The sample of this study used a sampling technique with a questionnaire or questionnaire. The sample data collection was carried out by distributing questionnaires directly to each employee. The number of questionnaires distributed and processed was as many as 20 questionnaires. Data processing in this study uses multiple linear regression analysis techniques, assisted by the SPSS program version 20.0. The results of this study indicate that organizational culture has a positive and significant effect on organizational commitment. Organizational culture has a positive and significant effect on performance. Empowerment of members has a positive and significant effect on organizational commitment. Empowerment of members has a positive and significant effect on performance and organizational commitment also has a positive and significant effect on performance. This proves that organizational culture and member empowerment on organizational commitment greatly affect the performance of the employees of Puskesmas Ngemplak 1.

Keywords: Organizational Culture, Empowerment of Members, Commitment and Employee Performance

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I. Introduction

The impact of the reforms requires various organizations, both private and government, to carry out many innovations aimed at dealing with the demands of change and policies that are in line with environmental changes. An organization is required to be able to formulate the right policies in order to cope with any changes that will occur. The

success of policy formulation of concern is management concerning the empowerment of human resources (Tjahjono et al., 2006).

The existence of change has an impact on changes in organizational culture, so we are required to be able to deal with it in a way that is more respectful of diversity, which refers to different demographic attributes such as race, ethnicity, gender, age, physical status, religion, education, and so on. In addition to diversity (diversity), a quite complex challenge is how we change the modern organizational culture that is no longer in accordance with the values of the ancient organizational culture within all employees. Here it is also clear that there are very few people who are willing to leave the old ways, in fact now many leaders and state officials are not only difficult to change, but also often ignore the moral values and culture of the state apparatus organization (Tjahjono et al., 2006).

According to him, technological advances and the issue of globalization encourage organizations to change the way they are managed, and indirectly this condition will have an impact on employee attitudes towards their work and the organization that employs them. (Kreitner, 2003) emphasizes that organizational commitment reflects how an individual identifies himself with the organization to be bound by its goals.

The UPTD Puskesmas Ngemplak 1 has functions (objectives) and main tasks, including; provide direct health services to the public, cooperate with the sectors concerned in implementing the Pusekesmas program, stimulate the public including the private sector to carry out activities in the context of first aid for themselves, and provide assistance in the form of material technical guidance and medical referrals as well as health referrals to the public provided that assistance does not create dependence. In order to achieve the main functions and tasks of the UPTD Puskesmas Ngemplak 1, it requires a harmonious organizational culture and empowerment in order to achieve commitment and be able to foster passion and enthusiasm for its members.

Employee commitment to the organization is a phenomenon as an implication of the various changes that occur proving that the work attitude of employees that is experiencing rapid changes is the commitment of employees to the organization where they work (Hawkins (1999) in (Accounting et al., 2008) The commitment of employees to organizational values can actually be created by forming a culture that is in accordance with the people in the organization and will trigger employees to think, behave and behave in accordance with organizational values (Sutanto, 2002).

An important factor besides organizational culture that can affect organizational commitment and performance is empowerment. According to Row Brown (2004), empowerment has a close relationship with professionalism which is initially always owned by individuals. Meanwhile (Nilkawati, 2003) argues that through empowerment you will understand why and what is happening in the organization, because employees are more involved in making decisions and are given sufficient authority and responsibility in completing tasks within the organization.

Empowerment is one way that organizations can make the changes needed to excel and be able to survive in increasingly fierce competition. (Nilkawati, 2003) states that empowerment is the giving of responsibility and authority to employees, involvement of employees in decision making, a condition of mutual trust between management and employees, sharing of information, knowledge and commitment from employees to take

responsibility. at work. Furthermore (Nilmawati, 2003) argues that through empowerment you will understand why and what is happening in the organization, because employees are more involved in making decisions and are given sufficient authority and responsibility in completing member tasks.

The key asset that is very important for the development and achievement of the goals of an organization or company is human resources. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions (Sutrisno, 2009).

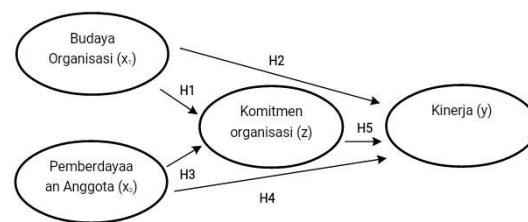
Employee performance is the level of success of employees in carrying out their duties and responsibilities. Employee performance in general is influenced by two factors, namely internal and external factors (Ismail, 2008). Internal factors are factors that come from within employees, which include job satisfaction and organizational commitment. Meanwhile, external factors are factors that come from outside the employee, which include leadership, safety and security, as well as organizational culture. One of the external factors that influence employee performance is organizational culture. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of organizational members (Soedjono, 2005). The commitment of an employee to the organization can be an important instrument to improve the performance of the employee (Khan, 2010). Commitment organizational culture also has a relationship with organizational culture. Robbins and Judge (2008: 100-101) suggest that organizational commitment is the level to which an employee sides with an organization.

Organizational commitment is needed as an indicator of employee performance. Performance appraisal is an important factor for the success of an organization, therefore performance appraisal is important because it directly reflects the organization's strategic plan which includes culture and empowerment. The focus of performance appraisal in most companies remains on individual employees.

An employee will have a high level of performance if there is a match between work and abilities. If this can be fulfilled, there will be a feeling of responsibility for their work and a willingness to participate in achieving organizational goals through the maximum implementation of tasks. Therefore, organizations need to pay attention to the management of human resources (employees) to produce high performance in order to improve overall organizational performance. There are three factors that affect individual employee performance, namely: (1) the individual's ability to carry out the job; (2) level of effort; and (3) organizational support (Mathis, 2006). Employee performance can be improved if these three factors are present in the employee, and employee performance will decrease or decrease if one of these factors is not present

II. Material and Method

From the hypothesis proposed above, it can be described in the Empirical Research



Model as follows:

Place and time of data collection

This research was conducted at Puskesmas Ngemplak 1 which is located in Koroulon Kidul Bimomartani Ngemplak Sleman Yogyakarta 55584. This research was conducted in February 2021.

Population, Sample, Sampling Technique

The population used was all employees of Puskesmas Ngemplak 1, both structural employees and ordinary employees. The observed population included 40 people. The method of determining the number of samples is done by using saturated sampling. According to Sugiyono (2016: 156), saturated sampling is a sampling technique when all members of the population are used as samples. The number of samples taken from Puskesmas Ngemplak 1 was 40 respondents. Data collection techniques are techniques or methods used by researchers to obtain data that will be analyzed or processed to produce a conclusion (Bawono, 2006: 29). The technique or way to get data for this research is by means of a questionnaire.

Statistic analysis

The data analysis technique used in this research is descriptive analysis and multiple linear regression

III. Results and Discussion

The validity test in this study used the Pearson Correlation Test (Product Moment Pearson Correlation) through the SPSS (Statistical Product and Service Solutions) program. The results of the validity test show that all items in each variable are declared valid because they have a calculated r value > 0.312 . So that all of these items can be used in further calculations for the hypothesis.

The reliability test in this study used Cronbach's Alpha. Based on the results of the study, it was obtained that the Cronbach's Alpha coefficient value of all variables had a Cronbach's Alpha coefficient value > 0.600 . This indicates that each research instrument has a good level of reliability.

Data analysis in this study includes descriptive statistics and regression tests. Descriptive statistics are used to provide an overview of each variable in the study. The descriptive statistics presented consist of minimum value, maximum value, average value, and standard deviation for each variable are presented in the following table.

Table 1 Descriptive Statistics

Variable	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	3,00	5,00	4,2300	0,53694
Empowerment	3,20	5,00	4,1800	0,48738
Organizational Commitment	2,80	5,00	4,2650	0,57537
Performance	3,20	5,00	4,3100	0,47057

Source: Primary data processed, 2021

The descriptive results from table 1 above show that the organizational culture variable has a minimum value of 3.00 and a maximum value of 5.00 with an average value of 4.23 and a standard deviation of 0.54. Furthermore, the member empowerment variable has a minimum value of 3.20 and a maximum value of 5.00 with an average value of 4.18 and a standard deviation of 0.49. The organizational commitment variable has a minimum value of 2.80 and a maximum value of 5.00 with an average value of 4.27 and a standard deviation of 0.58. The performance variable has a minimum value of 3.20 and a maximum value of 5.00 with an average value of 4.31 and a standard deviation of 0.47. All variables in this study have an average value that is close to number 4, which means that the majority of respondents respond to the statement of this variable item by providing an answer with a score of 4.

Hypothesis testing in this study using multiple linear regression test. Based on the multiple regression estimation with the SPSS program, the results are as follows:

Table 2 Regression Test Result

Dependent Variable : Organizational Commitment				
Variable	Unstandardized coefficient B	t count	Sig.	Conclusion
Organizational Culture	0,374	2,934	0,006	H1; supported
Empowerment	0,687	4,891	0,000	H3; supported
Constanta = -0,946				
R ² = 0,759				
F count = 58,373				
Significant = 0,000				
Dependent Variable : Performance				
Variable	Unstandardized coefficient B	t count	Sig.	Conclusion
Organizational Culture	0,339	4,132	0,000	H2; supported
Empowerment	0,285	2,721	0,010	H4; supported
Organizational Commitment	0,273	2,866	0,007	H5; supported
Constanta = 2,601				
R ² = 0,882				
F count = 89,904				
Significant = 0,000				

Source: Primary data processed, 2021

Regression equation

Model 1 (Dependent: Organizational commitment)

Based on table 2, it is known that the regression equation formed is as follows:

$$Z = -0.946 + 0.374 X_1 + 0.687 X_2 + e$$

Information:

Z = Organizational commitment

X1 = Organizational culture

X2 = Empowerment of members

The meaning of the regression coefficient is as follows:

- a. Constant (α) = -0.946

The constant is a number without any variables, a constant value of -0.946 indicates that organizational commitment is without the influence of other variables. This means that the value of organizational commitment will increase without being influenced by variables of organizational culture and member empowerment.

- b. The regression coefficient (β_1) = 0.374

This means that if the organizational culture increases, it is better by one unit, then there will be an increase in organizational commitment by 0.374 units, assuming other variables remain. A positive direction means that the better the organizational culture, the higher the organizational commitment.

- c. Regression coefficient (β_2) = 0.687

The regression coefficient which has a positive direction means that the higher the empowerment of members, the higher the organizational commitment. The coefficient value of 0.687 means that if the empowerment of members is better by one unit, there will be an increase in organizational commitment by 0.687 units with the assumption that other variables are constant.

Model 2 (Dependent: Performance)

Based on table 2 it can be seen that the regression equation formed is:

$$Y = 2.601 + 0.339 X1 + 0.285 X2 + 0.273 Z + e$$

Information:

Y = Performance

X1 = Organizational culture

X2 = Empowerment of members

Z = Organizational commitment

The meaning of the regression coefficient is as follows:

- a) Constant (α) = 2.601

Constants are numbers in the absence of a variable, a constant value of 2.601 indicates that the performance is without the influence of other variables. This means that the performance value will increase without being influenced by the variables of organizational culture, member empowerment, audit opinion, the size of the public accounting firm, and organizational commitment.

- b) Regression coefficient (β_1) = 0.339

This means that if the organizational culture increases, it is better by one unit, then there will be an increase in performance of 0.339 units, assuming other variables remain. Positive direction means that the higher the organizational culture, the higher the performance.

- c) Regression coefficient (β_2) = 0.285

The regression coefficient which has a positive direction means that the higher the empowerment of members, the higher the performance. The coefficient value of 0.285 means that if the empowerment of members is better by one unit, there will be an increase in performance of 0.285 units, assuming other variables remain.

- d) Regression coefficient (β_3) = 0.273

The regression coefficient value means that if organizational commitment increases by one unit, there will be an increase in performance of 0.273 units, assuming other variables remain. The positive direction of the regression coefficient means that the higher the organizational commitment, the higher the performance.

Hypothesis Test Results (t test)

The multiple linear regression test table above is used to answer the following hypothesis:

1. Hypothesis Test 1

Hypothesis 1 = Organizational culture has a direct and significant effect on organizational commitment of employees of Puskesmas Ngemplak 1.

Based on the results of the hypothesis testing conducted, it can be seen that the first hypothesis in this study is supported by the results of empirical research. This is indicated by the t value of 2.934 which is greater than the t table (2.021) and the significance value of 0.006 which is smaller than 0.05 and the regression coefficient value of 0.374 in a positive direction. So it can be said that organizational culture has a direct and significant effect on organizational commitment.

2. Hypothesis Test 2

Hypothesis 2 = Organizational culture has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

Based on the results of the hypothesis testing conducted, it can be seen that organizational culture has a direct and significant effect on employee performance. This is indicated by the t value of 4.132 which is greater than the t table (2.021) and the significance value of 0.000 which is greater than 0.05 and the regression coefficient value of 0.339. So it can be said that the second hypothesis in this study is supported by empirical research.

3. Hypothesis Test 3

Hypothesis 3 = Empowerment of members has a direct and significant effect on the organizational commitment of Puskesmas Ngemplak1.

The third hypothesis in this study which states that member empowerment affects organizational commitment is supported by the results of empirical research. This is indicated by the t value of 4.891 which is greater than the t table (2.021) and the significance value of 0.000 which is smaller than 0.05 and the significance value of 0.687 in a positive direction. This means that member empowerment has a direct and significant effect on organizational commitment.

4. Hypothesis Test 4

Hypothesis 4 = Empowerment of members has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

Table 2 above shows that the member empowerment variable has a t value of 2.721 which is greater than the t table (2.021) and a significance value of 0.010 which is smaller than 0.05 and a significance value of 0.285 in a positive direction. This means that the fourth hypothesis which states that member empowerment has a direct and significant effect on performance is supported by the results of empirical research.

5. Hypothesis Test 5

Hypothesis 5 = Organizational commitment has a direct and significant effect on the performance of the employees of Puskesmas Ngemplak 1.

The fifth hypothesis in this study which states that organizational commitment has a direct and significant effect on performance is supported by the results of empirical research. This is indicated by the t value of 2.866 which is greater than the t table (2.021) and the significance value of 0.007 which is smaller than 0.05 and the regression coefficient value of 0.273 in a positive direction.

F Test Results

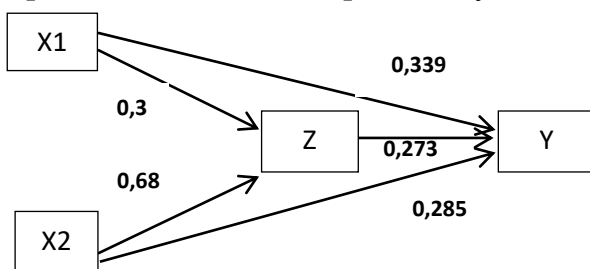
Based on the results of statistical testing in the first model with the dependent variable being organizational commitment, the significance of the F test (probability) is 0.000 ($p < 0.05$) and the calculated F value of 58.373 is greater than the F table (3.25), meaning that there is a significant influence together between organizational culture and empowerment of members to organizational commitment. Then in the second model with the performance dependent variable it is known that the calculated F value is $89.904 > F$ table (2.87) and the significance value is 0.000 which is smaller than 0.05. So it can be concluded that the organizational culture, empowerment of members and organizational commitment to the performance of the employees of Puskesmas Ngemplak 1.

Coefficient of Determination (R Square)

Based on table 2 above in the first model with the dependent variable organizational commitment, it can be seen that the coefficient of determination (R Square) multiple regression is 0.759. This shows that organizational culture and member empowerment jointly affect organizational commitment by 75.9% and the remaining 24.1% organizational commitment is influenced by other factors not examined in this study. Furthermore, in the second model with the performance dependent variable, it is known that the coefficient of determination (R Square) is 0.882. This shows that organizational culture, member empowerment, and organizational commitment jointly affect the performance of Puskesmas Ngemplak 1 employees by 88.2% and the remaining 11.8% of performance is influenced by other factors not examined in this study.

Path Analysis

Path analysis is a further part of regression analysis. If in general regression is used to test whether there is a direct effect given by the independent variable on the dependent variable. Meanwhile, path analysis does not only test the direct effect, but also explains the indirect effect of the independent variable through the intervening variable on the dependent variable. The path analysis image is presented as follows:



Based on the picture above, it can be seen that the direct and indirect effects are as follows:

Table 3 Result Of Path Analysis

Variable	Live	Indirect	Total
Organizational Culture	0,339	$0,374 \times 0,273 = 0,102$	$0,339 + 0,102 = 0,441$
Empowerment	0,285	$0,687 \times 0,273 = 0,188$	$0,285 + 0,273 = 0,558$
Organizational Commitment	0,273		

Source: Primary data processed, 2021

Based on the results of the path analysis above, it is known that the direct influence of organizational culture variables and member empowerment on performance is greater than the indirect effect through the organizational commitment variable.

Discussion

1. The influence of organizational culture on organizational commitment of employees of Puskesmas Ngemplak 1

The first hypothesis in this study which states that organizational culture affects organizational commitment is supported statistically by empirical results. This is evidenced by a significance value that is smaller than 0.05. Organizational culture is a key characteristic that is upheld by its members so that it differentiates organizations from one another. The cultural archetype is a significant factor in determining organizational effectiveness. In addition, for example, the culture of an institution will also affect the shape of the institution and the most important thing is that culture is closely related to quality.

The results of this study support previous research conducted by Othman Hussein Al-Bataineh, Rashidah Binti Mohammad Ibrahim, Ahmad Firdause Md Fadzil, (2019) which shows that organizational culture affects organizational commitment. Employees at Puskesmas Ngemplak 1 have functions and tasks that must be carried out. To carry out these main functions and tasks requires a supportive organizational culture because of commitment

organizations can be created by forming a culture in accordance with the people in the organization. This is in line with the research of Khuzaini and Kaihatu (2008) which proves that the work attitude of employees that is experiencing rapid changes is the commitment of employees to the organization they work for. According to him, technological advances and the issue of globalization encourage organizations to change the way they are managed, and indirectly this condition will have an impact on employee attitudes towards their work and the organization that employs them.

2. The influence of organizational culture on the performance of employees of Puskesmas Ngemplak 1

The second hypothesis which states that organizational culture affects the performance of Puskesmas Ngemplak 1 employees is supported statistically by empirical results. This is evidenced by the significance value of 0.000 which is smaller than 0.05. Organizational culture has a very important function. The function of organizational culture is as a boundary for individual behavior within it. Organizational culture also has functions that are in line with what has been described, among others, namely: giving organizational identity to its members. eases collective commitment, promotes social system stability, and shapes behaviors with which managers perceive their presence.

The results of this study support previous research conducted by Soedjono (2005) with the results of his research which states that organizational culture has a significant and positive effect on organizational performance. The existence of a conducive organizational culture indicates that the work atmosphere that is created is harmonious both with regard to fellow employees and with the leadership. The existence of a harmonious work atmosphere can directly foster confidence in employees to provide optimal performance results. In addition, the existence of a conducive organizational culture can result in every employee feeling comfortable in carrying out the main duties of each employee on a daily basis.

3. The effect of empowerment of members on the performance of employees of Puskesmas Ngemplak 1.

The third hypothesis in this study which states that member empowerment affects organizational commitment is supported statistically by empirical research. This is evidenced by the significance value of 0.000 which is greater than 0.05. Empowerment is one way that organizations can make the changes needed to excel and be able to survive in increasingly fierce competition. Nilmawati (2003) states that empowerment is the giving of responsibility and authority to employees, involvement of employees in decision making, conditions of mutual trust between management and employees, sharing of information, knowledge and commitment from employees to take responsibility for work. Furthermore, Nilmawati (2003) argues that through empowerment you will understand why and what is happening in the organization, because employees are more involved in making decisions and are given sufficient authority and responsibility in completing member tasks.

The results of this study are in line with the opinion of Row Brown (2004), which states that empowerment has a close relationship with professionalism which is initially always owned by individuals. Meanwhile, Nilmawati (2003) argues that through empowerment you will understand why and what is happening in the organization, because employees are more involved in making decisions and are given sufficient authority and responsibility in completing tasks within the organization. Empowerment is one way that organizations can make the changes needed to excel and be able to survive in increasingly fierce competition.

4. The effect of empowerment of members on the performance of employees of Puskesmas Ngemplak 1.

The fourth hypothesis which states that empowerment of members has an effect on performance is supported statistically by empirical research. This is evidenced by the significance value of 0.000 which is smaller than 0.05. One of the indicators that affect the performance of employees in a company is the empowerment of the employees themselves. According to Robert and Greene, empowerment is a process of how people are getting stronger enough to participate in sharing control and influencing events and institutions that affect their lives (Damanik and Pattiasina, 2009: 93). Employee empowerment is an individual encouragement in developing personal responsibility for carrying out their work which is linked to achieving company goals. Therefore, the path taken by companies to improve employee performance is through employee empowerment (Clutterluck, 2008: 54).

The results of this study support previous research conducted by Jaclyen Tielung, (2013) which shows that Employee Empowerment has an influence on employee performance where with high empowerment employees can improve performance at PT PLN (Persero) Region VII Manado. There is an effort to empower employees to suit the desires of employees with tasks and jobs directly so as to improve the employee's performance. Furthermore, it is conveyed that empowerment is a very good program or tool because of changes in the organization and the participation of members. In addition, there is good empowerment felt by employees where management provides more opportunities for employees to develop creativity, flexibility and autonomy for their own work.

5. The effect of organizational commitment on the performance of employees of Puskesmas Ngemplak 1

The fifth hypothesis which states that organizational commitment has an effect on performance is supported statistically by empirical results. These results are indicated by a significance value that is smaller than 0.05. Schatz and Schatz 1995 as quoted by Hasan, (2007: 21) said that commitment is the most basic thing for everyone in their work. Without a commitment, the tasks given to him are difficult to carry out properly. High commitment to the task can motivate someone to do something sincerely.

The results of this study support previous research conducted by Jaclyen Tielung (2013) which states that Organizational Commitment has an influence on Employee Performance of PT PLN (Persero) Region VII Manado and Motivation is the most dominant variable affecting employee performance. Commitment leads to several specific behavioral outcomes. First, employees who are highly committed must have a strong desire to stay in the organization and will optimize their performance in order to stay in the organization. Employees who are highly committed to the goals of an organization and have a positive attitude have a strong desire to come to work and contribute to the achievement of goals. According to management who have high performance are members of old employees who are committed to the organization regardless of whether they are happy with their work or not, and new employee members who are able to adjust quickly to their work. This indicates that the level of performance affects the level of commitment to the achievement of organizational goals

IV. Conclusion

Based on the discussion of the previous chapter, this study aims to determine the effect of organizational culture and member empowerment on organizational commitment and performance. Based on the research results that have been obtained, it can be concluded as follows.

1. Organizational culture has a unidirectional and significant effect on the organizational commitment of employees of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t test of 0.000 which is less than 0.05 and the regression coefficient in a positive direction.
2. Organizational culture has a unidirectional and significant effect on the performance of the employees of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t test of 0.000 which is less than 0.05 and the regression coefficient in a positive direction.
3. Empowerment of members has a direct and significant effect on the organizational commitment of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t test of 0.000 which is greater than 0.05 and the regression coefficient in a positive direction.
4. Empowerment of members has a unidirectional and significant effect on the employee performance of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t test of 0.000 which is less than 0.05 and the regression coefficient in a positive direction.

Organizational commitment has a unidirectional and significant effect on the performance of Puskesmas Ngemplak 1. This is evidenced by the significance value of the t test of 0.007 which is smaller than 0.05 and the regression coefficient in a positive direction

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