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The Influence of Motivation and Organisational Culture on The Performance of Non-Lecturer Employees of Mercu Buana University With Organisational Commitment As An Intervening Variable

Yusri Saleh¹, Masydzulhak Djamil²

¹ Master of Management, Mercu Buana University, Indonesia, salehyusri96@gmail.com

² Master of Management, Mercu Buana University, Indonesia, masydk@gmail.com

Corresponding Author: Yusri Saleh

Abstract: The purpose of this study is to investigate the effect of an organisation's culture and motivation at work on the performance or performance of non-lecturer employees at Mercu Buana University, by considering the role of organisational commitment as an intermediate variable. The method approach to be used is quantitative, and the research population consists of 278 permanent employees who are not lecturers at Mercu Buana University. The sample to be used in the study is 74 people, with an error rate of 10% based on the slovin formula. Primary data will be obtained through the use of questionnaires, observations, literature studies, and information sources from internet research. Data analysis and testing will be carried out using SEM-PLS which is processed using the SmartPLS application. The results obtained based on testing are that the culture that exists in the organisation has a positive impact on the quality of employee performance. In addition, it was found that organisational culture also has a positive effect on organisational commitment, which also plays a role in mediating the effect of organisational culture on employee performance. Work motivation also has a positive impact on employee performance, and organisational commitment acts as a significant mediator variable in connecting the effect of work motivation on employee performance.

Keywords: Employee Performance, Organisational Commitment, Organisational Culture, Work Motivation.

INTRODUCTION

Human resources play a central role in the success of an organisation in achieving its goals. Viewed as an invaluable asset, human resources act as the main driving force behind the smoothness and success of all organisational activities and processes, which requires the management of *human resources to be* carried out with full discretion. The performance of

employees is influenced by a variety of factors including their commitment to the organisation, their motivation to work, and the culture of the organisation. Organisational culture, which in other words is the habits and traditions that are carried out by every individual in the organisation, forms one of the important elements that influence performance towards the organisation. Through this approach, these various factors can make a significant contribution in improving the quality of performance of employees in achieving goals in the organisation as a whole. Organisational commitment is the main foundation that is reflected in loyalty and dedication in carrying out duties and responsibilities in accordance with the roles and functions of individuals in the organisation. This role has an important meaning because it is a driver of enthusiasm and motivation for all resources that contribute to the organisation. By implementing the right organisational culture, it is expected to provide a strong impetus for employees to achieve optimal performance, with passion and dedication in line with the vision and mission of the organisation. This shows how important organisational commitment and the right culture are in shaping a productive and competitive work environment.

LITERATURE REVIEW

Organisational Culture

Organisational culture can be formed through the reflection of meanings derived from shared meanings and agreed upon by all members of the organisation. This makes organisational culture one of the unique identities of an organisation from other organisational entities. In the academic world, as stated by Robbins in Sulaksono (2019), organisational culture is often defined as a collection of norms, values, and habits that become the main characteristics that are highly valued and internalised by the entire organisational structure. This phenomenon shows how the core elements of organisational culture permeate the entire network of interactions, decision-making processes, and shared attitudes that characterise the organisational entity concerned.

Meanwhile, according to Busro (2018), organisational culture refers to shared perceptions and thoughts that are used as role models by all members of the organisation as a value system that becomes a guide in the organisational structure, which will affect the behaviour and performance of members. Therefore, there is a conclusion from several views that have been expressed that organisational culture describes a pattern of behaviour that emerges as a result of the adoption of all members of the organisation and will be passed down from one generation to the next, becoming a clear indication of a solid identity for the organisation.

Organisational Commitment

Organisational commitment can be interpreted as the ability and willingness of each individual to align their behaviour with the interests, priorities and main goals carried out by an organisational entity. As explained by Darmadi (2018), organisational commitment signifies an individual's ability to act and contribute dedicatedly in order to achieve goals and meet organisational needs. Yusuf and Syarif (2018) suggest that organisational commitment is an aspect that underlies the loyalty attitude shown by employees towards organisational entities, with real manifestations in the form of perseverance in surviving and contributing sustainably to achieve the main objectives of the organisation. This indicates a strong level of attachment from employees to the organisation, which is reflected in their persistence to participate in realising the mission and vision of an organisation.

Organisational commitment can be described as a form of attitude that is seen to reflect employee loyalty and dedication to the organisational entity and is an ongoing process that involves continuous interaction between organisational members and the organisation itself.

As described by Luthan in Rahmat, Wibowo, & Hidayah (2021), this commitment shows how members of the organisation sincerely devote themselves and actively express their concern for the continuity and achievement of the organisation that continues to progress.

Employee Performance

Performance in a scientific context reflects the execution of specific tasks which will ultimately be reflected directly in the results produced by individuals or organisations. These results are closely related to the achievements shown in the execution of work, which can be physical or material, as well as include non-physical or non-material aspects (Simamora in Rahmat et al., 2021).

Performance improvement is the main focus of the efforts of every organisation, both private and government agencies, with clear objectives to achieve the goals that have been set. The successful implementation of this performance improvement effort is significantly influenced by a number of complex and interrelated factors. One of the crucial factors that have a central role in performance improvement efforts is the potential and strategic role of the workforce or employees (Mahtub in Habib, Jannang & Soleman, 2022).

Work Motivation

Work motivation is a psychological phenomenon that signifies the driving force that triggers an employee's work passion, encouraging him to work synergistically, efficiently, and harmoniously to achieve specific personal goals as well as overall organisational goals. As explained by Zahari in Habib et al., (2022), work motivation is a central element that provides intrinsic and extrinsic encouragement in directing individual work behaviour in a constructive and efficient direction.

According to Nuriman (2020) motivation is a psychological state in each individual that provides encouragement and individual desire to carry out certain activities in order to achieve a desired goal. The existence of optimal motivation is a critical element in order to create an organisational environment that encourages employees to carry out routine tasks with enthusiasm and seriousness, so that collectively it can improve individual performance and achieve overall organisational goals.

The Effect of Motivation, Organisational Culture and Organisational Commitment as Intervening Variables on Employee Performance

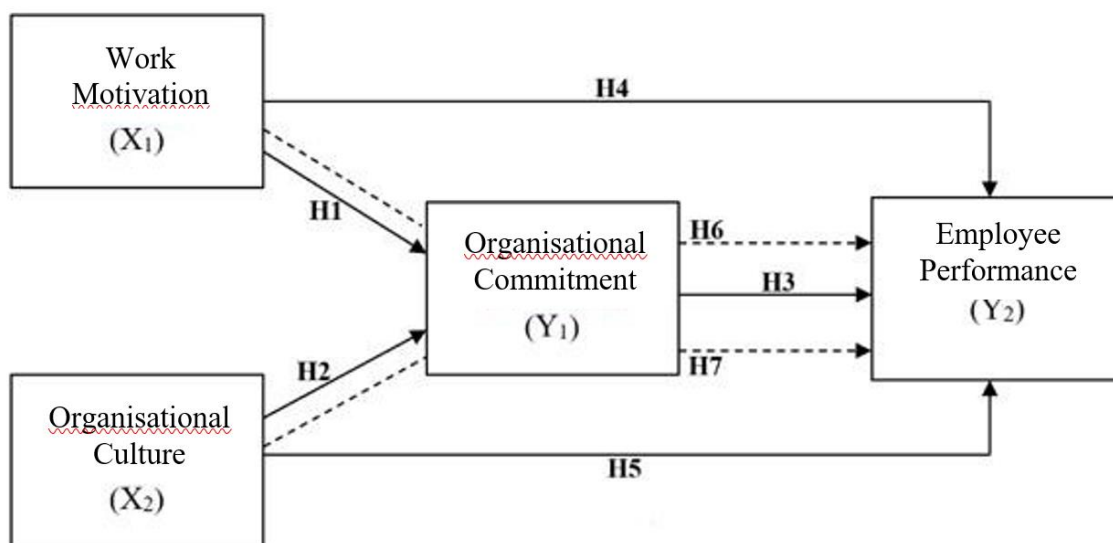


Figure 1. Framework of Thinking

Based on the framework in Figure 1, the hypothesis or temporary conjecture used in this study is as follows:

Hypothesis 1: Organisational commitment is influenced by work motivation with positive significance.

Hypothesis 2: Organisational commitment is influenced by organisational culture with positive significance.

Hypothesis 3: Employee performance is influenced by organisational commitment with positive significance.

Hypothesis 4: Employee performance is influenced by work motivation with positive significance.

Hypothesis 5: Employee performance is influenced by organisational culture with positive significance.

Hypothesis 6: Organisational commitment can mediate the effect of positive significance between work motivation on employee performance.

Hypothesis 7: Organisational commitment can mediate the positive significance effect between organisational culture on employee performance.

METHODS

This research was conducted using a quantitative approach with a focus on the causality or cause- and-effect relationship between the variables used in the study. Data collection in the study was carried out through a survey method with the use of questionnaires filled out by respondents as research subjects. Causal research is a type of research that aims to identify and understand the cause-and-effect correlation that occurs between the independent variable and the dependent variable. This study uses work motivation (X1) and organisational culture (X2) as independent variables, while employee performance (Y2) is used as the dependent variable. Organisational commitment (Y1) will be used as a mediating variable between the independent and dependent variables.

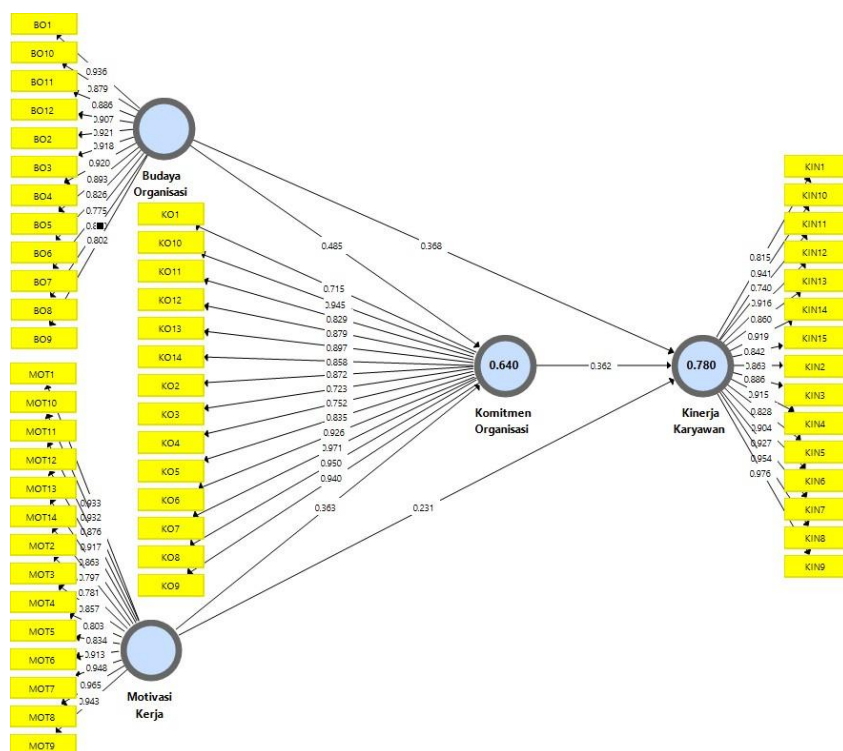
Sugiyono (2018) explains that in causal research, researchers try to understand whether there is an influence that can occur directly or indirectly from the independent variable to the dependent variable. This allows drawing conclusions about score fluctuations that occur in the independent variable can have an impact on the dependent variable or vice versa. The method used to collect primary data from respondents was a questionnaire and then analysed to identify the relationship between the variables under study. The main objective of this research is to understand whether work motivation along with organisational culture has a direct influence on employee performance, as well as the mediating role of organisational commitment in the relationship between work motivation and employee performance.

The population used as the object of research consists of 74 non-lecturer employees at Universitas Mercu Buana Jakarta. Primary data was collected from respondents through a survey method. In addition to surveys, data were also collected through the distribution of questionnaires, observational activities, and reading of relevant literature. Data analysis was carried out with the Smart PLS version 3.0 application, which involved model measurement, structure measurement, and hypothesis testing stages.

RESULTS AND DISCUSSION

Testing the *outer model*

The image of the *loading factor* results above for each indicator is quite reliable with the value of all indicators above 0.70 so that there are all valid indicators and there are no values that show below 0.70 in this study.



Source: Researcher data processing, SMART PLS (2023)
Figure 2. SEM PLS Model Estimation Results

Discriminant Validity Test

Table 1. Discriminant Validity by cross loading value

	BO	KIN	KO	MOT
BO1	0.936	0.689	0.623	0.598
BO10	0.879	0.750	0.647	0.736
BO11	0.886	0.665	0.584	0.597
BO12	0.907	0.751	0.740	0.679
BO2	0.921	0.747	0.736	0.717
BO3	0.918	0.784	0.742	0.701
BO4	0.920	0.812	0.784	0.753
BO5	0.893	0.713	0.614	0.708
BO6	0.826	0.642	0.559	0.562
BO7	0.775	0.684	0.651	0.666
BO8	0.860	0.700	0.652	0.680
BO9	0.802	0.715	0.685	0.716
KIN1	0.636	0.815	0.648	0.539
KIN10	0.818	0.941	0.793	0.827
KIN11	0.575	0.740	0.572	0.582
KIN12	0.813	0.916	0.755	0.784
KIN13	0.664	0.860	0.695	0.573
KIN14	0.732	0.919	0.739	0.712
KIN15	0.703	0.842	0.733	0.733
KIN2	0.786	0.863	0.705	0.707
KIN3	0.667	0.886	0.709	0.627
KIN4	0.711	0.915	0.722	0.699
KIN5	0.751	0.828	0.688	0.730
KIN6	0.732	0.904	0.728	0.602
KIN7	0.830	0.927	0.771	0.802
KIN8	0.714	0.954	0.779	0.670
KIN9	0.788	0.976	0.781	0.771

KO1	0.477	0.555	0.715	0.461
KO10	0.736	0.734	0.945	0.641
KO11	0.667	0.689	0.829	0.599
KO12	0.708	0.746	0.879	0.622
KO13	0.695	0.697	0.897	0.614
KO14	0.654	0.707	0.858	0.695
KO2	0.729	0.787	0.872	0.646
KO3	0.525	0.471	0.723	0.565
KO4	0.570	0.732	0.752	0.665
KO5	0.582	0.618	0.835	0.635
KO6	0.657	0.723	0.926	0.620
KO7	0.767	0.810	0.971	0.719
KO8	0.724	0.750	0.950	0.679
KO9	0.732	0.789	0.940	0.760
MOT1	0.727	0.728	0.688	0.933
MOT10	0.781	0.829	0.719	0.932
MOT11	0.607	0.616	0.607	0.876
MOT12	0.726	0.700	0.654	0.917
MOT13	0.599	0.687	0.693	0.863
MOT14	0.594	0.586	0.537	0.797
MOT2	0.556	0.525	0.533	0.781
MOT3	0.725	0.714	0.708	0.857
MOT4	0.628	0.576	0.539	0.803
MOT5	0.678	0.748	0.628	0.834
MOT6	0.679	0.718	0.674	0.913
MOT7	0.741	0.720	0.709	0.948
MOT8	0.732	0.753	0.728	0.965
MOT9	0.759	0.730	0.673	0.943

Source: Researcher data processing, SMART PLS (2023)

At the next stage, calculations are carried out to obtain the AVE value and *cross loading* of each statement instrument on indicators on the variables studied, organisational culture, work motivation, organizational commitment and employee performance. Based on the calculation results from the table above which shows the AVE for each variable is:

Table 2. Average Variant Extracted (AVE) Value

Variable	Average Value Variances Extracted (AVE)	Value Standard Ave
Organisational Culture	0.772	0.5
Employee Performance	0.788	0.5
Organisational Commitment	0.753	0.5
Work Motivation	0.783	0.5

Source: Researcher data processing, SMART PLS (2023)

In the table above, it is known that all indicator instruments studied, namely the variables of organisational culture, organisational commitment, and employee performance, as well as work motivation are *valid* because they meet the requirements above 0.50.

Reliability Test

Table 3. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha
Organisational Culture	0.976	0.973
Employee Performance	0.982	0.980
Organisational Commitment	0.977	0.974
Work Motivation	0.981	0.978

Source: Researcher data processing, SMART PLS (2023)

In the table above, *Cronbach's Alpha* and *Composite Reliability* are known to have values above 0.70. So, it can be concluded that the results of each research variable have met the appropriate level of requirements, so that each variable has a high level of performance index.

Inner Model Testing

The assessment of the *goodness of fit* (GOF) of the model is an important stage in justifying that the research model using PLS has a fit with the data analysed so that it is able to provide an accurate description of the actual population conditions. Evaluation of fit testing or GOF of the PLS model can be done through the value of R^2 and Q^2 models. If the value of $R^2 > 0.67$, it indicates that the PLS model has high power in predicting endogenous variables. For the value of R^2 between 0.33-0.67, the PLS model is categorised as *moderate*, while for the value of R^2 between 0.19-0.33, the PLS model is considered to have weaknesses in predicting endogenous variables.

Table 4. R Square

	R Square	R Square Adjusted
Employee Performance	0.780	0.771
Organisational Commitment	0.640	0.630

Source: Researcher data processing, SMART PLS (2023)

The results of the analysis in Table 4, there is an R Square value of 0.780 for the employee performance variable, which can be categorised as a level of strength above *moderate* or strong. In addition, the R Square value of 0.640 for the organisational commitment variable shows a *moderate* level of significance, indicating that the model has sufficient power in predicting employee performance from its exogenous variables.

Table 5. Q Square Model

	SSO	SSE	Q ² (=1-SSE/SSO)
Organisational Culture	888.000	888.000	
Employee Performance	1110.000	442.479	0.601
Organisational Commitment	1036.000	573.373	0.447
Work Motivation	1036.000	1036.000	

Source: Researcher data processing, SMART PLS (2023)

The results of the analysis in Table 5, obtained the Q Square value for the employee performance variable is in the significant category, while the Q Square value for the organisational commitment variable is in the meaningful category. This finding indicates that the research model has a fairly good predictive relevance, so that it is able to provide adequate estimates of employee performance and organisational commitment.

Table 6. SRMR

	Saturated Model	Estimated Model
SRMR	0.070	0.070

Source: Researcher data processing, SMART PLS (2023)

In addition to the assessment based on the R Square and Q Square values, the model fit or GOF model can also be seen based on the value of the SRMR (*Standardised Root Mean Square Residual*) model. The model is considered a *"perfect fit"* if the model SRMR value is < 0.081 and *"fit"* if the model SRMR value is in the range of 0.08 to 0.10. The analysis results listed in the table above show the model SRMR value of 0.070, which indicates the *"perfect fit"* category for the model.

Testing the Direct Effect and Indirect Effect Between Variables

Table 7. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organisational Culture->Employee Performance	0.368	0.377	0.126	2.914	0.004
Organisational Culture->Organisational Commitment	0.485	0.482	0.111	4.365	0.000
Organisational Commitment->Employee Performance	0.362	0.359	0.109	3.313	0.001
Work Motivation->Employee Performance	0.231	0.228	0.111	2.091	0.037
Work Motivation->Organisational Commitment	0.363	0.369	0.111	3.279	0.001

Source: Researcher data processing, SMART PLS (2023)

Table 8. Results of Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organisational Culture->Organisational Commitment->Employee Performance	0.176	0.177	0.079	2.233	0.026
Work Motivation->Organisational Commitment->Employee Performance	0.132	0.128	0.046	2.833	0.005

Source: Researcher data processing, SMART PLS (2023)

Discussion

1. Hypothesis 1 in the study assumed that organisational commitment is influenced by motivation with positive significance. Based on the analysis, it was noted that the *p-value* for the impact of work motivation on organisational commitment was 0.004; the T statistic reached 2.914; and the path coefficient showed a positive number of 0.368. Evaluating the *p-value* < 0.05; T value > 1.65; and the positive direction of the path coefficient, these results consistently indicate that this hypothesis is true. These findings are in line with the results of previous research conducted by Yusuf Fadhilah and Mei Retno Adiwati (2022), who also found that organisational commitment can be influenced by motivation with positive significance.
2. Hypothesis 2 in the research framework assumed that organisational commitment is influenced by organisational culture with positive significance. The results of the analysis show that the *p-value* for the effect of organisational culture on organisational commitment is 0.000; with T statistics reaching 4.365; and the path coefficient shows a positive number of 0.485. Based on the assessment using the *p-value* limit <0.05; T value > 1.65; and the path coefficient shows a positive direction, this hypothesis is correct. In addition, these findings are in line with previous research conducted by Muhammad Ras Muis, J Jufrizen, and Muhammad Fahmi (2018), which concluded the same thing that organisational commitment is influenced by organisational culture with positive significance.
3. Hypothesis 3 stated in this research framework suspects that employee performance is influenced by organisational commitment with positive significance. The results of data analysis show that the *p-value* for the effect of organisational commitment on employee performance is 0.001; with T statistics reaching 3.313; and the path coefficient shows a

positive number of 0.362. Based on the assessment using the *p-value* limit <0.05 , the T value > 1.65 ; and the path coefficient shows a positive direction, this hypothesis is correct. This finding is consistent with the results of previous research conducted by Zamhir Basem, et al. (2022), which also produced findings that employee performance is influenced by organisational commitment with positive significance.

4. Hypothesis 4 proposed in the framework of this study assumed that employee performance is influenced by work motivation with positive significance. The results of data analysis show that the *p-value* for the effect of work motivation on employee performance is 0.037; with a statistical T value reaching 2.091; and the path coefficient shows a positive number of 0.231. Because the *p-value* is below the significance threshold value or <0.05 ; T value > 1.65 ; and the path coefficient has a positive direction, this hypothesis is true. The findings of the results of this study are also consistent with the findings of previous research conducted by Ahmad Badawy Saluy, Tersia Musanti, and Bambang Mulyana (2019), which concluded that employee performance is influenced by work motivation with positive significance.
5. Hypothesis 5 in this study states that employee performance is influenced by organisational culture with positive significance. The results of the data analysis show that the *p-value* for the impact of organisational culture on employee performance is 0.004; while the statistical T value reaches 2.914; with the path coefficient showing a positive number of 0.368. Due to the value <0.05 ; T value > 1.65 , and the path coefficient indicating a positive direction, this hypothesis is true. This finding is also in line with the results of previous research conducted by Ida Ayu Indah Giantari (2017), which found that employee performance is influenced by organisational culture with positive significance.
6. Hypothesis 6 in this study suggests that organisational commitment has a function as a mediator in influencing the relationship between work motivation and employee performance. Based on the results of statistical analysis, the *p-value* for the mediating role of organisational commitment on the effect of work motivation on employee performance is 0.005, with a statistical T value of 2.833; and a path coefficient that shows a positive direction with a value of 0.132. With a *p-value* <0.05 ; T value > 1.65 ; and a path coefficient that shows a positive direction, it can be concluded that the mediating role of organisational commitment has a significant impact in connecting between work motivation and employee performance. This finding is in line with the results of previous research conducted by Yuyuk Liana and Rusmitha Neva Denjayanti (2022), which also found that work motivation functions as a mediator of organisational commitment.
7. The seventh hypothesis in this study hypothesises that organisational commitment has a role as a mediator in influencing the relationship between organisational culture and employee performance. Statistical analysis shows that the *p-value* for the mediating role of organisational commitment in the relationship between organisational culture and employee performance is 0.026; with a statistical T value reaching 2.233, and the path coefficient showing a positive direction of 0.176. With a *p-value* that is below the significance level of 0.05; a T value that exceeds the critical value of 1.65; and a path coefficient that shows a positive direction, it can be concluded that the mediating role of organisational commitment has a significant impact in connecting the relationship between organisational culture and employee performance. This finding is also in line with the results of previous research conducted by Beby Minda Suharti Lubalu, John EHJ FoEh, and Simon Sia Niha (2023), which also concluded that organisational culture can act as a mediator in the relationship between organisational culture and organisational commitment.

CONCLUSION

1. The results of the first hypothesis analysis in this study indicate that organisational culture has a positive impact on employee performance. The implication is that as the level of organisational culture increases, employee performance also tends to increase, while if organisational culture is low, employee performance tends to decrease. This finding confirms that organisational culture plays an important role in significantly influencing employee performance.
2. The results of the second hypothesis analysis in this study illustrate that organisational culture has a positive impact on organisational commitment. More technically, if the level of organisational culture is higher, the level of organisational commitment also tends to increase, and vice versa, if the organisational culture is low, the level of organisational commitment tends to decrease. These findings unequivocally confirm that organisational culture has a significant role in influencing the level of organisational commitment.
3. The results of the analysis of the third hypothesis in this study indicate that organisational commitment has a positive effect on employee performance. In this context, if the level of organisational commitment is higher, employee performance tends to increase, and conversely, if organisational commitment is low, employee performance tends to decrease. This finding confirms that organisational commitment plays a significant role in influencing employee performance.
4. The results of the analysis of the fourth hypothesis in this study reveal that work motivation has a positive effect on employee performance. In more detail, higher levels of work motivation are associated with increased employee performance, whereas if work motivation is low, employee performance tends to decrease. This finding provides an indication that work motivation plays a significant role in influencing employee performance.
5. The results of the fifth hypothesis analysis in this study indicate that work motivation has a positive and significant influence on organisational commitment. In other words, the higher the level of work motivation, the more organisational commitment tends to increase, whereas if work motivation is low, organisational commitment tends to decrease. This finding confirms that work motivation plays a significant role in influencing the level of organisational commitment.
6. The results of the analysis of the sixth hypothesis in this study reveal that organisational culture has an influence on employee performance through the intermediary of organisational commitment. That is, organisational culture affects the level of organisational commitment, and organisational commitment then acts as an intermediary that mediates the effect of organisational culture on employee performance. This finding indicates that organisational commitment acts as a significant intermediary in linking organisational culture with employee performance.
7. The results of the seventh hypothesis analysis in this study reveal that work motivation has an influence on employee performance through the intermediary of organisational commitment. In other words, work motivation affects the level of organizational commitment, and organisational commitment plays an intermediary role in the relationship between work motivation and employee performance. This finding confirms that organisational commitment has a significant role as an intermediary in mediating the effect of work motivation on employee performance.

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