

Effect Of Organizational Culture And Benefit Performance Of Commitment, Motivation And Performance Of Employees Province Department Of Marine And Fisheries South Sulawesi

Syafri Arief

Corresponding Author: Syafri Arief

Abstract: This research aims to analyze the influence of organizational culture and performance benefits through mediation commitment and motivation on the performance of staff at the Department of Marine and Fisheries of South Sulawesi province. This research uses explanatory quantitative approach (positivism) with a total sample of 98 people who are determined randomly. Data were analyzed using SEM analysis with PLS approach and use the software SmartPLS2.0. The results showed that: (1) organizational culture significant positive effect on employee performance through a commitment (2) performance benefits significant positive effect on employee performance through motivation.

Keywords : Organizational Culture, Benefit Performance, Commitment Motivation, Performance

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I. Background

Human resources in today's era of increasingly large role in achieving organizational success. Employee performance is defined as a result of work achieved in executing tasks based on skills, experience, and determination as well as time.

One of the elements that influence employee behavior is the environment, in this case the culture of the organization. As social beings, employees can not be separated from values and norms. Organizational culture can affect the way employees behave, how to describe the work, how to work with colleagues, and a way of looking at the future with a broad insight. Gibson (1997) stated organizational culture determines what should and should not be carried out by members of the organization, define boundaries - boundaries of normative behavior of members of the organization, determining the nature and form of control and supervision of the organization, determining managerial style that can be accepted by members of the organization, determine how the right and so forth.

In the execution of the work, the work culture directly influence the work attitude and determine employee job performance. Fun work culture makes a positive employee attitude and gave impetus to work more diligently and better. Conversely, if the situation does not menyengangkan environment they tend to leave the neighborhood. As disclosed Ghiselli and Brown (in Tjalla, 1989) that the work culture influence the quantity and quality of employment.

Benefit performance (Tukin) is other than salary income is given to active employees based on competence and performance. Ministry given to employees in accordance with the performance targets are calculated based on the categories and value of employee performance goals achievement. (PERPRES NUMBER 88 OF 2013). Policies remuneration and its relation with the improved performance of civil servants is part of an effort bureaucratic reforms initiated by the government through the Ministry of Administrative Reform which includes the following activities: development of a remuneration system based on work performance, development remuneration system based on the level of viability, fair salary and feasible according to the workload and responsibilities and should be able to boost productivity and improvement of the pension system. (Deputy MenPAN apparatuses Field, 2009).

Commitment is a psychological condition that characterizes the relationship between employees and the organization. Commitment of these organizations can determine the continuity of the relationship with the employee organization (Rashid, 2003). Organizational commitment is defined by Dongoran (2001) as the strong feeling and strong of a person against an organization's goals and values in relation to their role towards achieving the objectives and values. Luthans (2002) states that organizational commitment is an attitude that shows employee loyalty and an ongoing process of how an organization's members expressed their concern to the organization's success and goodness.

Motivation as *moderate variable* can be explained as follows: the level of one's needs differ from each other.

Any activity undertaken by a person related to the effort to fulfill the wishes and needs, but wants and needs are not easily achieved if without maximum effort. In Koesmono (2006), Palagia (2010) conducted a study on the motivation of a person consists of intrinsic and extrinsic motivation.

Motivation is a concept that is an explanation of one's needs and desires and to orientate the actions taken. According Luthans (2002: 147) motivation is a process that starts with a physiological deficiency or need that activates behavior or drive that is Aimed at a goal or incentive. In this case the motivation is a process that starts with a deficiency or physiological or psychological needs that form of activity or encourage behavior in purpose or incentive purposes.

Department of Marine and Fisheries (DKP) is one of the establishments in the province of South Sulawesi who has a vision "to enable South Sulawesi as the Main Pillars in the Development of Marine and Fisheries and the Network Node acceleration Welfare Society". This vision implies that DKP has a strategic role related to the duties and responsibilities of the technical field of maritime affairs and fisheries. The strategic role would need to be supported with human resources that have high performance, so that existing human resources should really have a good work culture and steadily so that they can play a role as expected.

Based on empirical facts, a culture of employee DKP South Sulawesi province has not been able to support the implementation of the tasks essence, form attitudes and behaviors that are less good and look of violations of discipline. Based on data obtained from the personnel department, discipline violations such as being late to work and go home prematurely. Attitudes and behaviors that are not optimal seen also from the awareness level of employees in the implementation of the main tasks is still low so that more employees unfocused activity compared to perform their duties and obligations as an employee as working time spent chatting.

Kotter and Heskett (1997) says that a strong culture can produce an effect that greatly affects individuals and the performance, even in a competitive environment such effects may outweigh other factors. Other studies have also suggested that the influence of organizational culture on employee performance have a strong relationship (Mulyadi, Sulaiman, and Ramadhani, 2012). Instead Kotter and Heskett (1992) to get the fact that the corporate culture that easily adapts to changing times (adaptive) is to improve the performance. Cultural organization directly affects the performance of employees, where the application of good organizational culture capable of encouraging employees to work better. Cultural work on time, working responsibly and always oriented to the customer is able to improve its performance. This is supported by Kotter and Heskett (1992), which states that the proper management of organizational culture may affect the achievement of high employee performance.

Cultural relations organization with the performance has been investigated by previous researchers, Le and Yu (2004) conducted a study on the company in Singapore, the results showed that the strength of the organizational culture related to performance. O'Regan and Ghobadian (2004), examined the relationship with the organizational culture of performance, the results showed that a strong organizational culture has been associated with long-term performance. Chen (2004), conducting research on manufacturing companies in Taiwan, the research organization culture significant and positive impact on satisfaction, but no significant effect on performance.

Results of previous studies conducted Le and Yu (2004), O'Regan and Ghobadian (2004) showed that organizational culture related to performance. While the research conducted Curtis and Weight (2001), the results of different studies that organizational culture is not significant effect on performance, differences research is an opportunity to test the relationship between organizational culture to performance.

II. Research Methods

This research uses explanatory quantitative approach (*positivism*). The variables in this study consisted of two exogenous variables that organizational culture and performance benefits, two variables *interveningendogenous* namely motivation and organizational commitment, and one that is an endogenous variable employee performance. Based on the objectives and nature of the relationship Atar variables, this study included research *anexplanatory* with data collection is done in a single step (*oneshotstudy*) or in *cross-section* through the questionnaire.

This study uses a questionnaire research instruments closed type that is limited in the respondents give an answer to some of the alternatives only or to a single response. Measurement data in this study using a Likert scale. A sample of 98 people who are determined randomly.

Data analysis techniques used in this research is *Structural Equation Modelling-Partial Least Squares* (SEM-PLS) with the consideration that the SEM-PLS can work efficiently with small sample sizes with complex models and is used to analyze the measurement models of reflective and formative situations where the theory is not developed yet. (Sholihin and Ratmono, 2013).

PLS according Sholihin and Ratmono (2013), an alternative approach is to shift from the approach of *Structural Equation Modeling* (SEM) based covariance be based variants. Covariance-based SEM generally test

the causality / theory while PLS is more *predictivemodels*. PLS is a analytical *powerfulmethod*, do not have to meet the requirements of the assumptions of normality of data and sample size should not be large. PLS than can be used as a confirmation of the theory can also be used to build a relationship that is no theoretical basis for testing or proposition. PLS give allowance for the necessity of the measurement interval and can be used on selected samples with non-probability approach as *accidental sampling, purposive sampling* and the like.

III. Results

Testing the hypothesis in this study using *Partial Least Square (PLS)*. PLS is an alternative method of analysis with *Structural Equation Modelling (SEM)* based *variance*. The advantages of this method is it does not require assumptions and can be estimated with a relatively small sample size. Tools used in the form of program SmartPLS Version 2, as described below:

1. Evaluation Measurement (Outer) Model

a. Validity

An indicator declared invalid if it has a *loading factor* above 0.5 to construct the destination. Output SmartPLS for *loading factors* provide the following results:

Table 1. Test Validity Observe Variable

Variable Observe	Value Factor Loading	Standard	Specification
Culture01	0.518765	0.50	Valid
Culture02	0.519678	0.50	Valid
Culture03	0.517998	0.50	valid
Culture 04	0.514498	0.50	valid
Benefits01	0.843327	0.50	valid
Benefits 02	0.753332	0.50	valid
Benefits 03	0.832212	0.50	valid
Benefits04	0.642211	0.50	valid
Benefits05	0.753329	0.50	valid
Benefits 06	0.679991	0.50	Valid
Commitment01	0.523345	0.50	Valid
Commitmen02	0.658822	0.50	Valid
Commitmen03	0.641199	0.50	Valid
Motivation01	0.846663	0.50	Valid
Motivation 02	0.751110	0.50	Valid
Motivation03	0.830 099	0.50	Valid
Motivation04	0.641125	0.50	Valid
Performance01	0.845522	0.50	Valid
Performance02	0.750005	0.50	Valid
Performance03	0.839933	0.50	Valid
Performance04	0.640544	0.50	Valid
Performance05	0.751124	0.50	Valid

Source: Processed Data, 2016

The above table shows that the *loading factor* gives a value above the recommended value that is equal to 0.5. The smallest value is equal to 0.514498 for BO4 indicator (fourth indicator of variable Cultural Organization). This shows that all the variables Observe be indicators of this study is valid.

In addition to the above test, testing the validity of the indicators (variables Observe) reflective can also use the correlation between the scores of items with a score konstruknya. Measurements with reflective indicators indicate a change in an indicator in a construct if other indicators of the same construct is changed (or removed from the model). Suitable reflective indicators used to measure the perception that this study using reflective indicators. The test results reflective indicators also need to *cross loading* as follows:

Table 2. Matrix Value *Cross Loading Factor* Each variable Observe

	Cultural Organization (BO)	Performance Allowance (TK)	Organizational Commitment (KO)	Work Motivation (MK)	Performance Officer (KP)
Culture01	0.518765	0.442567	0.111973	0.178356	0.345856
Culture02	0.519678	0.211000	0.119900	0.195694	0.367394
Culture03	0.517998	0.286759	0.312767	0.156735	0.322535
Culture04	0.514498	0.339958	0.311700	0.299630	0.312030
Benefits01	0.129856	0.843327	0.111973	0.381167	0.388067
Benefits 02	0.112394	0.753332	0.119900	0.191528	0.377328
Benefits 03	0.196535	0.832212	0.345856	0.192876	0.399876
Benefits04	0.212030	0.642211	0.367394	0.112927	0.312767
Benefits05	0.300067	0.753329	0.322535	0.245780	0.311700

Benefits 06	0.184328	0.679991	0.312030	0.292556	0.213333
Commitment01	0.119876	0.254489	0.523345	0.295629	0.296322
Commitmen02	0.197767	0.278356	0.658822	0.191173	0.111973
Commitmen03	0.277700	0.295694	0.641199	0.192200	0.119900
Motivation01	0.216666	0.256735	0.296322	0.846663	0.462876
Motivation 02	0.296529	0.299630	0.322535	0.751110	0.482927
Motivation03	0.111973	0.389167	0.197767	0.830099	0.445780
Motivation04	0.119900	0.194528	0.191528	0.641125	0.412556
Performance01	0.462876	0.192876	0.192876	0.356567	0.845522
Performance02	0.482927	0.111927	0.112927	0.233000	0.750005
Performance03	0.445780	0.333780	0.300067	0.331759	0.839933
Performance04	0.412556	0.192556	0.184328	0.339234	0.640544
Performance05	0.455629	0.195629	0.119876	0.123090	0.751124

Source: Processed Data, 2016

An indicator declared invalid if it has *loading factor* the highest to construct the intended compared *loading factor* to other constructs. The above table shows that the *loading factor* for variable Observe Cultural Organization (BO1 until BO4) has a *loading factor* to construct BO higher than with the other constructs. Similarly, the *loading factor* variables Observe Performance Allowance (TK1 up to TK6) has a *loading factor* to construct TK higher than with the other constructs. Thus, it can be stated that all the variables Observe able to predict the latent variables on their blocks better than Observe the variables in the other blocks.

b. Test Reliability

Test reliability is done by looking at the value of *composite reliability* of the block indicator that measures the construct. results *Composite reliability* will indicate if a satisfactory score above 0.7. Here are the values *composite reliability* at the output:

Table 3. Test Reliability Rated Composite Reliability

	Composite Reliability	Standard	Specification
Cultural Organization	0.882519	0.70	Reliable
Performance Benefits	0.782667	0.70	Reliable
Organizational Commitment	0.895564	0.70	Reliable
Motivation Work	0.865659	0.70	Reliable
Performance	0.794432	0.70	Reliable

Source: Processed Data, 2016

The above table shows that the value of *composite reliability* for all constructs is above 0.7 indicating that all construct the model estimated meets the criteria *discriminant validity*. value *Composite reliability* of the lowest is equal to 0.782667 on the latent variables Benefit performance.

Test reliability can also be strengthened by *Cronbach's Alpha* where output SmartPLS Version 2 gives the following results:

Table 4. Test Reliability Rated Cronbac's Alpha

	Cronbac's Alpha	Standard	Specification
Cultural Organization	0.869000	0.60	Reliable
Performance Benefits	0.626000	0.60	Reliable
Organizational commitment	0.833000	0.60	Reliable
Motivation Work	0.943000	0.60	Reliable
Performance	0.910000	0.60	Reliable

Source: Processed Data, 2s016

The recommended value is above 0.6 and the above table shows that the value of *Cronbach's Alpha* for all CONSTRUCTS be above 0.6. The lowest value is equal to 0.626000 on the latent variables in Performance Allowance (TK). Based on the loading factor mentioned above, it can be described as follows:

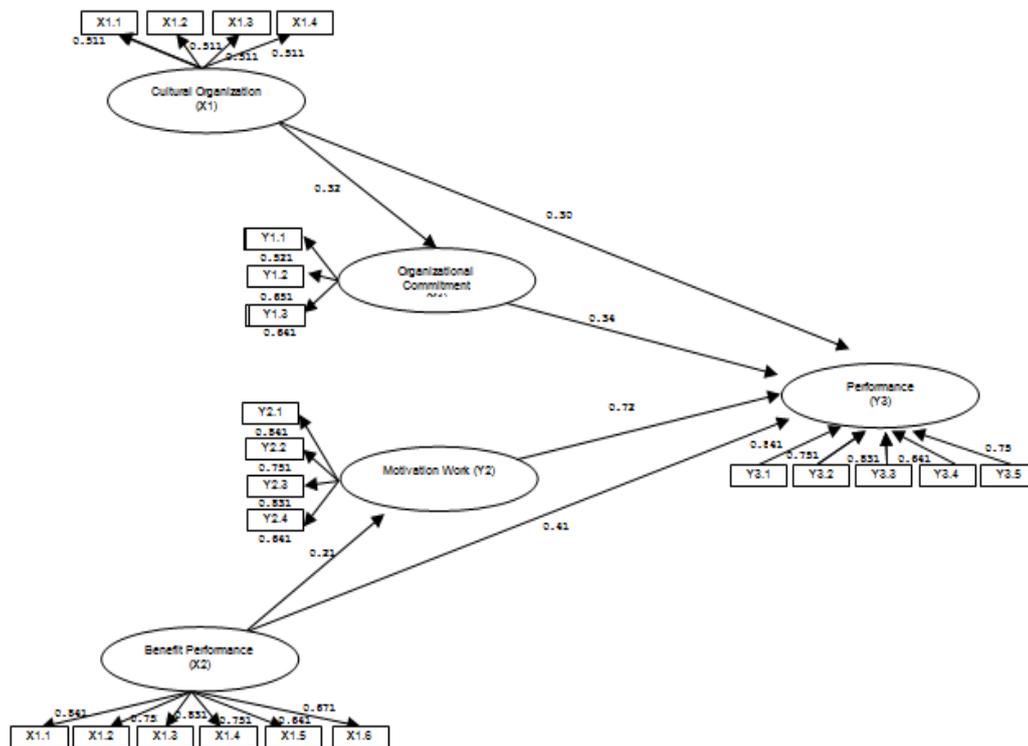


Figure 1. Value Loading Factor

2. Testing Structural Model(Inner Model)

Once the model is estimated to meet criteria *Outer Model*, subsequent testing of structural models(*Innemodel*).Here is the value of *RSquare* on constructs:

Table 5. The value of R Square

	R Square
Cultural Organization	-
Benefit Performance	-
Organizational Commitment	-
Motivation Work	-
Performance	0.899719

Source: Processed Data, 2016

The above table provides a value that indicates 0.899719 that Cultural Organization, Benefit performance, Organizational commitment and Work Motivation able to explain the variation in employee performance amounted to 89.9719%, while the rest influenced by other variables outside the model. This value also indicates that the model is good (greater than 0.67).

3. Hypothesis Testing

The size of the significance of the support the hypothesis can be comparison *t-valuetable* and *t-statistic*.The hypothesis is supported or accepted if the *t-statistic* is higher than the value of *the t-table* or you can also compare the *p-value* with the value of α used. *T-valuetable* for the hypothesis of the tail(*one-tailed*)with a 95 percent confidence level($\alpha=0.05$) was 1,960. Keterdukungan hypothesis occurs when the value of *tstatistic*>1,960 or *p-value*< $\alpha =0.05$. PLS analysis used in this study was conducted usingprogram *version 2.0 SmartPLS* run by the computer media. Testing the hypothesis is as follows:

Table 6. Value Coefficient Path andt-test

	Path Coefficient	TStatistics	tValueStandard	Description
BO → KO	0.321657	5.121328	> 1.96	Significant
BO → KP	0.302123	9.191266	> 1.96	Significant
TK → MK	0.213346	7.192190	> 1.96	Significant
TK → KP	0.417778	4.112915	> 1.96	Significant
KO → KP	0.341987	8.184942	> 1.96	Significant
MK → KP	0.721290	4.191927	> 1.96	significant

Source: Processed Data, 2016

The above table shows that the relationship between Organizational Culture with Organizational commitment is significant with the T-statistic of 5.121 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.321 which indicates that the direction of the relationship between Organizational Culture with Organizational Commitment is positive. Thus the hypothesis H1 in this study which states that 'the effect on the Organizational Culture Organizational Commitment' acceptable.

The relationship between organizational culture with employee performance is significantly with T-statistic of 9.191 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.302 which indicates that the direction of the relationship between organizational culture with employee performance is positive. Thus the hypothesis H2 in this study which states that 'the effect on the Organizational Culture Performance' acceptable.

The relationship between the performance of the Work Motivation Allowance is significant with the T-statistic of 7.192 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.213 which indicates that the direction of the relationship between Benefit performance with work motivation is positive. Thus the hypothesis H3 in this study which states that 'the effect on the performance Allowances Work Motivation' is accepted.

The relationship between the performance benefits with employee performance is significantly with T-statistic of 4.11 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.417 which indicates that the direction of the relationship between performance benefits with employee performance is positive. Thus the hypothesis H4 in this study which states that 'the effect on the performance benefits Employee Performance' acceptable.

The relationship between the Organization's commitment to employee performance is significantly with T-statistic of 8.184 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.341 which indicates that the direction of the relationship between the Organization's commitment to employee performance is positive. Thus the hypothesis H5 in this study which states that 'the effect Organizational Commitment on Employee Performance' acceptable.

The relationship between work motivation with employee performance is significantly with T-statistic of 4.191 (> 1.96). value *Theoriginalestimate sample* was positive in the amount of 0.721 which indicates that the direction of the relationship between work motivation with employee performance is positive. Thus the hypothesis H6 in this study which states that 'work motivation influence on employee performance' acceptable.

4. Testing Effects Pemediasi

Furthermore, to determine the effect of Organizational Commitment as Pemediasi Cultural Organization on employee performance and influence work motivation as Pemediasi Benefit performance on employee performance, testing the effects of mediation.

The first step in the testing procedure of mediation is the direct influence of independent variables on the dependent variable to be significant. Second, the indirect effect to be significant, each path is the independent variable on mediating variables and mediating variables on the dependent variable must be significant to satisfy this condition. The indirect effect is obtained by the formula effect of independent variables on mediating variables multiplied by the influence of mediating variables on the dependent variables (Hair *etal.*,2013 in Sholihin, 2014: 82). If the indirect effect is significant, it shows that the variable pemediasi able to absorb or reduce the direct influence on the first test. Third, calculate VAF formula (Hair *etal.*,2013 in Sholihin, 2014: 82) as follows:

$$VAF = \frac{\text{The indirect effect}}{\text{Influence direct} + \text{indirect effect}}$$

If the value of VAF above 80%, it shows the role of Y1 and Y2 as pemediasi full(*fullmediation*).Categorized as a partial pemediasi if VAF values ranged from 20% to 80%, but if the value is less than 20% VAF can be concluded that almost no mediating effect. Based on calculations, the value of VAF as follows:

Table 7. Effect of Variable Mediation Rated VAF

	Direct Impact	Indirect Influence	VAF
BO → KO	0.302123		0.686
BO → KP		0.321657	
TK → MK		0.341987	
TK → KP	0.417778		0.676
KO → KP		0.213346	
MK → KP		0.721290	

Source: Processed Data, 2016

The above table shows that the commitment of the Organization as a partial mediator between organizational culture on employee performance, with the VAF value of 68.6 %. Similarly, the work motivation as a partial mediator between performance benefits on employee performance with VAF value of 67,6%.

IV. Discussion

1. Influence of Organizational Culture on Organizational Commitment

The calculations show that organizational culture significant positive effect on organizational commitment. This can be seen from the T-statistic of 5.121 (> 1.96). value *Theorignalestimate sample* was positive in the amount of 0.321 which indicates that the direction of the relationship between organizational culture and organizational commitment is positive. Thus the research hypothesis which states that the organizational culture significantly influence organizational commitment proved. This shows that the stronger the organizational culture of DKP South Sulawesi province, the higher organizational commitment in employees themselves. Thus, organizations need to apply the values and regulations that will affect employee behavior that lead to the formation of organizational commitment. Indicators of organizational culture is the most dominating team orientation, in which it indicates that the employee feels that in an organization, the implementation of the cooperation among employees is very important in forming an organizational commitment to employee self.

2. Influence of Organizational Culture on Performance

Results show that organizational culture significant positive effect on employee performance. This can be seen from the T-statistic of 5.121 (> 1.96). value *Theorignalestimate sample* was positive in the amount of 0.321 which indicates that the direction of the relationship between Organizational Culture with Organizational Commitment is positive. Thus the research hypothesis which states that significantly influence the organizational culture of proven performance.

This is in line with the opinion of Hofstede in Koesmono (2005), that culture is the interaction of traits that affect the habits of a group of people in their environment. Similarly Eldridge & Crombi (2007), organizational culture as a unique configuration of norms, values, beliefs and ways of behaving that characterize how groups and individuals working together to complete the task.

3. Influence of Organizational Commitment to Performance

Results show that organizational commitment (Y_1) positive and significant effect on performance (Y_3). This can be seen from the T-statistic of 8.184 (> 1.96). value *Theorignalestimate sample* was positive in the amount of 0.341 which indicates that the direction of the relationship between the Organization's commitment to employee performance is positive. Thus the research hypothesis which states that significantly influence the organizational commitment of proven performance.

Organizational commitment in this study was measured by indicators of job characteristics, characteristics of the structure, work experience. Mowday in Sopiah (2008), organizational commitment is an important behavioral dimensions that can be used to assess the tendency of employees to remain a member of the organization. Organizational commitment is the identification and engagement of a person who is relatively strong against the organization. According Luthans in Sutrisno (2010: 292) organizational commitment is a strong desire to become a member of a group, the willingness of a high effort for the organization, a true belief and acceptance of the values and goals of the organization.

4. Effect on Work Motivation Benefit performance

Results show that the performance benefits significant positive effect on work motivation. This is evident from T T-statistic of 7.192 (> 1.96). value *Theorignalestimate sample* was positive in the amount of 0.213 which indicates that the direction of the relationship between Benefit performance with work motivation is positive. Thus the research hypothesis which states that the performance benefits significantly influence work motivation is proven. This is in line with the opinion of Stoner and Wankel (1996) says that the performance benefits may affect the work motivation.

5. Effect Benefit performance against performance

Results show that the performance benefits significant positive effect on employee performance. This can be seen from the T-statistic of 4.11 (> 1.96). value *Theorignalestimate sample* was positive in the amount of 0.417 which indicates that the direction of the relationship between performance benefits with employee performance is positive. Thus the research hypothesis which states that the performance benefits significantly influence employee performance is proven. This study is in line with the Cascio (2001) that the performance benefits are benefits paid to civil servants and the employees were associated with the presence and performance assessment, which must meet the principles of *reasonableness*, fairness, clarity, cost control, balance and stimulants.

6. Effect of Motivation on Performance

Results show that the motivational effect on performance. This can be seen from the T-statistic of 4.191 (> 1.96). value *Theoriginal estimate sample* was positive in the amount of 0.721 which indicates that the direction of the relationship between work motivation with employee performance is positive. Thus the research hypothesis which states that motivation significantly influence employee performance is proven. This study is in line with Heider (in Mc. Affec proffenberger, 1992: 3) stated motivation is a factor that affects a person who comes from within him. Motivation is a condition that drives people towards a specific purpose and as energy to generate a boost in self.

7. Influence of Organizational Culture on Organizational Commitment Performance Through Mediation

The calculations show that organizational culture significant positive effect on employee performance through the mediation of organizational commitment. This is evident from VAF value of 0.686 or 68.6% and categorized as partial pemediasi if VAF values ranged from 20% to 80% ., Thus the research hypothesis which states that organizational commitment mediates the influence of organizational culture on performance, proven.

The results of this study showed that increasing employee performance can be done with improved organizational culture that can increase employee commitment to the organization, both affective commitment and sustainability commitments. This is in line with research Sopiah (2008) which concluded that that understanding of the influence of organizational culture in a positive and significant impact on employee performance is that the better the culture of the organization that built it increased the level of employee satisfaction and employee satisfaction is influenced by organizational commitment leadership then will have an impact on performance improvement.

8. Effect Benefit performance on the Performance of Work Motivation Through Mediation

The calculations show that the performance benefits significant positive effect on employee performance through mediation work motivation. This is evident from VAF value of 0.686 or 68.6% and categorized as partial pemediasi if VAF values ranged from 20% to 80% ., Thus the research hypothesis which states that motivation mediates the effect of performance benefits to performance, proven. This is in line with the opinion of Siagian (1986) that the allowance Performance required for members of the organization to move in the achievement of the set goals. Experience shows that the exciting work atmosphere can motivate employees to do more for the organization (Siagian, 1986). Performance is adequate allowances, working on a good, clean and healthy can give satisfaction than working in an environment that is less than adequate (Surya, 1994).

V. Conclusion

Based on the results and the discussion concluded that (1) the organizational culture significant positive effect on employees through commitment Performance (2) allowances Performance Performance significant positive effect on employees through motivation.

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