

The Effect Of Work Environment, Organizational Culture, And Job Satisfaction On The Commitment And Performance Of Officers At The Cooperative And Umkmprovinces Of South Sulawesi

Baharuddin¹, MansyurRamly², Roslina Alam³, Rastina Kalla⁴,
^{1,2,3,4} Universitas Muslim Indonesia

Abstract: This Study was conducted to analyze the influence of work environment, organizational culture, job satisfaction on the commitment and performance of employees at the Department of Cooperatives AND SMES South Sulawesi Province, to analyse the influence of commitment to employee performance. To analyse the impact of work environment, organizational culture, job satisfaction through commitment to the performance of employees in the Department of Cooperatives and SMES South Sulawesi province. The study used a quantitative approach by using primary data through a questionnaire of 172 respondents from a population of 300 employees (ASN). The Data is analyzed using SEM AMOS program.

The results of this study show that: Menujukkna the working environment negatively affects and is not significant to the commitments while the organizational culture has a positive and significant impact on commitment and job satisfaction has a negative and significant effect on the commitments, while the work environment is positively and significantly influential in the employee's performance and organizational culture is negative and significant to the employee's performance. Job satisfaction has a positive and significant impact on employee performance. Commitments have a positive and significant impact on employee performance. The work environment has a significant effect on employee performance through commitment. Organizational culture has a negative and significant impact on performance through commitment. Job satisfaction has significant effect on employee performance through commitment.

Keywords: work environment, organizational culture, job satisfaction, commitment, employee performance

Date of Submission: 23-05-2020

Date of Acceptance: 10-06-2020

I. Introduction

In the bureaucratic arrangement, the government has established a regulation of bureaucracy reform, where the parent plan is contained in presidential Regulation No. 81 year 2010 about Grand Design bureaucracy reform 2010-2025, while the form of operationanalysis is determined by regulation of the administrative reform of the State apparatus and bureaucracy reform No. 20 year 2010 2010-2014 about The expected goal of the regulation is the increasing capacity and accountability of bureaucratic performance, the realization of a clean and free government of KKN and the increasing quality of public service. In the implementation of government reform in Indonesia, then every level of government especially the local government is required to report every activity carried out as a form of responsibility to the upper level government and especially to the community. For that purpose, it has been issued the number 7 year 1999 Inpres of government agency performance accountability.

Implementation of policies and development programs as stipulated in the implementation of the plan for medium-term development of the region (RPJMD) 3014-2018. Various strategic efforts have been and will continue to be held in order to realize the achievement of targets and targets RPJMD 2013 – 2018 especially cooperative empowerment and small micro-medium enterprises (KUMKM). Every organization always needs employees to run operational activities. Considering that employees are an important asset of the organization, many things to note are related to improved performance. Good performance is one of the objectives of the Organization in achieving high working productivity. So that the achievement of good performance is not separated from the quality of good human resources also. (Simamora 2008). Performance is an outcome achieved by the worker in his work according to certain criteria that apply to a job (Robbins 2006). Besides, the Human Resource Management (SDM) should be the driving force of changes in the management practices in the organization, because the HUMAN resources that have a strategic role in structuring the organizational structure, building organizational culture, drafting a stafiting strategy, planning education and training programs, drafting an employee valuation system and Employee appreciation (Simamora 2008). A good working environment is also needed in an organization. Employees who care about the working environment are both for

personal comfort and to facilitate the task of better work.

Environment Work Can Create Passion Work, So Productivity Work Increased. While It, Benefits That Retrieved Because Work With Those who Motivated Is Job Can Resolved With Right. Means Job Resolved Appropriate Standard That Really Dan In Scale Time That Determined. Performance Will Monitored By Individual That Concerned Dan Not Will Need Too Many Supervision And Spirit Fighting Will High, Besides It, Most Employees More Like Work In Facilities That Clean Dan Relatively Modern and With Tools Dan Equipment That Adequate (Robbins, 2006). Environment Work Very Affect Performance. Environment Work That Good Will Create Ease Implementation Task Workers. Research The 2018 Obtain Results That Environment Work Around Employees Very Need Maintained By Institutions, For Is Wrong One Way That Can Reached within To Guarantee To Employees Can Implement Task Without Experience Disorders. Attention Against Conditions Physical Environment Work Employees Means Reduce Taste Saturated In Work So Employees Can Do Its job An Maximum, Satisfied In Work, So Increase Performance Employees. Culture Organization Is A Perception Together That Embraced By Members of the Organization The, A System From Meaning Together (Robbins 2006). Culture Organization Determine Identity From A Group, In Group This Interpreted As A Organization. Culture Organization Is Various Interaction Dan The features Habits That Affect Groups People In Organization (Hofstede 1997). Kreitner and Kinicki (2010) Define Culture Organization Is Adhesive Social That Binding Members From Organization. Culture Organization As A Deal Together The Members In Organization, So Facilitate Birth. Research By Fza et al. and Setyo Have Prove That Culture Organization Influential Positive Dan Significant Against Performance Employees. Things This Line With Research That Done by R. Pratiwi (2016) That Culture Organization Influential Positive Against Performance Employees Means Change Culture Organization Have Influence Clockwise Against Change Performance Employees, Or With other words If Happen Increased Culture Organization Then Will Happen Increased Performance Employees Dan An Statistics Have Influence That Significant

Employee work satisfaction is a factor that is considered important, as it can affect the organization's overall path. The satisfaction that employees feel in the work is a clue that employees have a feeling of pleasure in carrying out job assignments. Job satisfaction is also a positive attitude of employees to various situations in the workplace. For the organization, employee satisfaction should be given attention and fulfillment of this is mainly a task leader of the organization.

Job satisfaction in the workplace can be input, assuming that job satisfaction is a condition that will reveal certain characteristics to a person's performance. Job satisfaction can provide a stunned characteristic on individual performance that ultimately impacts the increase in productivity of its work. Baskoro Research (2015) proves that job satisfaction has a significant influence on employee performance. This illustrates that the higher employee satisfaction work, the higher the performance of the employees.

Commitment is one of the keys that also determine whether an organization manages to achieve its objectives. Employees who are committed to their organization usually demonstrate a caring attitude toward their duties, they have a responsibility to perform tasks and are very loyal to the company. In the embodied commitment of beliefs, binders, that would engender energy to do our best. In fact, commitment impacts the performance of human resources, and in the end also has a strong effect on the work of the Organization. (Heron Joro,2012). The results of the research of Makarim (2015) The work commitment has a significant positive impact on the employee performance of PT Bank Rakyat Indonesia TbkSleman Branch by controlling the satisfaction of work

No	Kabupaten/ Kota	Jumlah (jiwa)	No	Kabupaten/ Kota	Jumlah (jiwa)
	Kepulauan				
1	Selayar	128.744	13	Wajo	391.980
2	Bulukumba	407.775	14	Sidrap	286.610
3	Bantaeng	182.283	15	Pinrang	364.087
4	Jeneponto	353.287	16	Enrekang	198.194
5	Takalar	283.762	17	Luwu	347.096
6	Gowa	709.386	18	Tana Toraja	227.588
7	Sinjai	236.497	19	Luwu Utara	299.989
8	Maros	335.596	20	Luwu Timur	269.405
9	Pangkep	320.293	21	Toraja Utara	224.003
10	Barru	170.316	22	Makassar	1.429.242
11	Bone	738.515	23	Parepare	136.903
12	Soppeng	225.709	24	Palopo	164.903
Sulawesi Selatan 8.432.163 jiwa					

The Department of Cooperatives and Small and medium enterprises (SMES) in South Sulawesi province is a regional device work unit of South Sulawesi province which serves as the organizer of tasks and affairs of Government in the field of cooperatives and small enterprises that aims to empower cooperatives and micro, small and medium enterprises in South Sulawesi. As with any other organization, Dinas cooperatives and SMES need qualified human resources in order to support and realize the objectives of the Organization. Based on the results of measuring the performance of employees to 47 strategic objectives of the Department of Cooperatives and Small and medium enterprises (SMES) of South Sulawesi Province, there are 41 strategic objectives with performance achievement in the category of excellent, 5 (five). Strategic objectives of performance in the category good, and 1 (one) strategic objectives of performance in the category is sufficient, but in general the performance of the target employees of South Sulawesi Province 2015 is 115.35% good, but there are still things to be addressed. (Lakip Department of Cooperatives and SMES South Sulawesi province).

This research is taking the object in the Department of Cooperatives and SMES in South Sulawesi province by using respondents (ASN) at the Office of Cooperatives and SMES in South Sulawesi that are still actively working to know the performance of employees and factors that affect the performance of employees. The reason for object selection is based on the phenomenon or problem that occurs at this time, including the performance of employees demonstrated from the achievement of target work in the environment of Department of Cooperatives and SMES province of South Sulawesi. Based on data can be concluded that the realization of completion of employment in the Department of Cooperatives and SMES in South Sulawesi Province in 2019 has not been in accordance with the target time set. This indicates that the performance of employees who are less maximized in the Department of Cooperatives and SMES in South Sulawesi province is relatively low which can be caused due to work environment, organizational culture, job satisfaction and poor commitment in the institution.

II. The Working Environment

Applebaum (2010) argues that the physical Environment (noise, kualitas Air quality, light, paparan Toxic exposure, temperature, humidity, Aesthetics), and stress can affect the level of work satisfaction and akhirnya will eventually trigger the intention of shifting. There is bukti Strong evidence that the physical work environment affects not only job satisfaction, but also kinerja employee performance, cedera Employee Injuries, behaviour, pola Communication Patterns, fatigue, tingkat fault levels, and stres physical and psychological stress. Cox & Cheyne, (2014) working environment condition greatly affects a person's attitude in the work and is said to be good or appropriate if he can perform the activities optimally, healthy, safe, and dengan in a comfortable Way, there are two indicators to measure the working Environment, which is 1) A pleasant, comfortable and safe working atmosphere including clear lighting, no disturbing sound, safety in the work and 2) availability of work facilities in the form of equipment to support the smooth working process.

According to Sedarmayati (2011) The work environment is the whole tools and materials encountered, the surrounding environment where one works, the method of working, as well as setting his work both as individual and as a group. The Work environment can also be interpreted as the whole facility and infrastructure that exists around the employees who are doing the work that can affect the implementation of the work, the working environment includes the workplace, facilities, and tools of work, cleanliness, lighting, tranquility, including the working relationship between the people in the place (Sutrisno 2010:118). According to Nitisemito (2012:183) The work environment is everything around the workers and that can affect itself in carrying out the duties that are sacrificed to him. To increase individual productivity while enhancing organizational or corporate productivity, the working environment should be as comfortable as possible. A good working environment provides comfort to the people who work in it, so they feel excited, passionate and satisfaction in their work. Passion, passion and job satisfaction are believed to be the forerunner of increased productivity.

According to Sentoso (2011) stated that the management of the company should build a climate and work atmosphere that can evoke a sense of family to achieve common goals. Corporate management should also be able to encourage initiative and creativity. This kind of condition further creates enthusiasm to unite in the organization of the company to achieve its objectives. Employee work motivation will be driven from the work environment. If the working environment supports it will arise the desire of employees to perform their duties and responsibilities. This desire will then lead to the perception of officers and creativity of employees who are manifested in the form of action. Employee perception is also influenced by the incentive factors given by the agency.

Organizational Culture

According to Chester J. Bernard (in Tika, 2014:4) The organization is a cooperation of two or more persons, a system of consciously coordinated activities or individual strengths. Culture is the result of human

creation that is produced and has been used as part of the Daily Life Ordinance. A culture used and applied in life over a long period of time will affect the pattern of formation of a society, such as diligent habits of work, and this habit of long term effect is the spirit of diligent work that continues to occur until the age of dusk, and vice versa if it is accustomed to lazy and do not like to work then it will also be carried over to the moment of being Fahmi (2014:110) . A culture of the organization is not itself formed however, all that through a lengthy process is concerned with the various interactions that occur in the organization's environment. Edgar H. Shein (in Fahmi2014:116) says the organizational culture is the result of the interaction between: **the ordinary and the assumption of its founders** Asumsipendirinya and What the first members of the organization learned, employed by the founders, from their own experience according to Robbins (2014:289) suggest that: "The culture of the Organization is a common perception by the members of the Orgaisasi". Organizational culture is a way of thinking and doing something that is traditional, shared by all members of the organization and new members learn or least receive part of the culture to be accepted as part of the organization. Meanwhile, according to Kotter and Heskett (in Tika, 2014:19) states that: "Organizational culture is a value shared by members of the organization, tends to form group behaviour. The values as organizational culture tend not to be noticeable then it is very difficult to change. Meanwhile, the group's behavioral norms can be seen and outlined in the behavior patterns and the organizational style of attitudes can be relatively changed.

Job Satisfaction

Gomez Mejia et al. (2015) defines job satisfaction as "the level of satisfaction of individual needs as a result of engaging in the work or work, job satisfaction represents a working environment that meets individual needs. Schultz (2012) stated that job satisfaction was "the psychological disposition of people towards their work and this involved a bunch of many attitudes or feelings. This definition appears amid the psychological state that comes from people's feelings towards their work. For Oshagbemi (2014), the satisfaction of work is related to the positive emotional reaction of a person to his work, based on the comparison of actual activities performed by the individual with the desired outcome. It can be deduced from different definitions under the four categories above that the concept of job satisfaction covers various aspects of individual psychological trends and environmental circumstances in which they work, all of which can contribute to pleasure or positively affecting a person's job.

The Pennsylvania State University (2010) argues that work satisfaction is a multidimensional construction and therefore must be measured at that time. Nartey (2018) classified job satisfaction into three components: psychological gratification work, job satisfaction attitude and social related satisfaction. Psychological work according to Nartey (2018) includes mental processes, cognitive and evaluation related to job satisfaction. Robbins (2013) defines job satisfaction as a general attitude toward a person's job, the difference between the many rewards a worker receives and the amount they believe they should receive. Officers who enjoy the work will be satisfied if the results of hard work and service is felt fair and worthy (Fathoni, 2006).

Locke (Luthans, 2007) provides a comprehensive definition of job satisfaction that includes reaction or cognitive, affective, and evaluative and states that job satisfaction is "a state of happy emotions or positive emotions stemming from the judgment of a person's work or work experience." Job satisfaction is the result of employees ' perception of how well their work is to give important things. There are three dimensions that are generally accepted in job satisfaction. First, job satisfaction is an emotional response to the working situation . Thus, work satisfaction can be seen and predictable. Secondly, job satisfaction is often determined according to how well the results achieved meet or exceed expectations. Thirdly, job satisfaction represents some related attitudes. According to Handoko (2000) expressed job satisfaction as a pleasant or unpleasant emotional state by which employees view their work. Job satisfaction reflects a person's attitude towards his work. This is evident in the employee's positive attitude towards work and everything faced in its working environment. Department of personnel or management must continuously monitor job satisfaction, as this can affect the level of attendance, labor turnover, working spirit, complaints and other vital personnel problems

According to Mathis (2011) Job satisfaction is a positive emotional state of evaluating one's work experience. Work discontent appears when these expectations are not met. Job satisfaction has many dimensions, in general is satisfaction in the work itself, salary, recognition, the relationship between supervisors with Labor, and the opportunity to advance. Each dimension generates a feeling of overall satisfaction with the work itself. The absolute benchmark of satisfaction level does not exist, because every individual employee is different from his satisfaction standard. This work satisfaction indicator can be measured with a small discipline, moral work, and labour turnover, hence the employee satisfaction is relatively good but rather if discipline, work moral and major labour turnover, then employee work satisfaction at the company is valued less . As'ad (2011) explained that the variable that can be used as indication of decreased job satisfaction is high level of attendance (Absenteeism), high out of the entry of employees (Turnover), decreased productivity of work or performance of employees (performance). When indications of declining work satisfaction the officer

appears to the surface, it should be handled immediately so as not to harm the company.

Theory Dispersary and Theory Equity (As'ad, 2011) emphasized that the satisfaction of the person in work, is driven by the close distance between the expectations and the fact gained, in accordance with his expectations and so also that the other co-workers received is the same or fair as it was received according to his crucifixion. Two-factor theory, intrinsic factors and extrinsic factors, where intrinsic factors are a source of job satisfaction and extrinsic factors are the deduction of dissatisfaction in the work. Based on that definition it can be said that the satisfaction

Commitment

Commitment is another term of organisational commitment, which is the dimension of behaviour that can be used to assess employee tendencies. A working commitment is a state of an employee who favorited a particular organization, as well as its objectives and willingness to retain its membership in the Organization (Robbins and Judge, 2008). Mowday (in Sopiah, 2008) reveals that a work commitment is a person's identification and involvement of a relatively strong organization.

The work commitment has a significant duakomponent that is the attitude and the will to behave in a matter. Attitudes relating to identification, involvement and loyalty, while the will relies on circumstances to behave in a willingness to showcase business (Yusof, 2007). Work commitments are personal characteristics that are reliable and can be trusted (Byron, 2010). Cohen in Kusumaputri (2015) defines that a working commitment is a force that binds individuals to conduct an action towards one or several organizational objectives. While Best (in Kusumaputri, 2015) says that individuals who commit to perform special actions or behaviors are based on the moral beliefs of personal gain.

Employee commitment is the identification of the sense, engagement, and loyalty that employees have on the organization that is a place to serve and work. Employee commitment is demonstrated in the attitude of acceptance, strong confidence in the values and objectives of the Organization, and also as a strong encouragement to maintain and become an important part of members of the Organization and dare to make personal sacrifices to achieve the objectives of the Organization (in Donni June Priansa, 2014). Blau and Boal in Sopiah (2008) mention that the work commitment as a alignments and employee loyalty to the organization and organizational objectives. While Robbins in Sopiah (2008) defines a working commitment as an attitude that reflects the feelings of likes or dislikes of employees of the organization. Miller and Lee (in Kusumaputri, 2015) defines a working commitment is a state of the organization's members who are bound for activity and its beliefs, as to its function to maintain its activities and involvement in the organization. Lincoln (in Sopiah,2008), states that work commitments include member pride, loyalty to members and the willingness of members of the organization.

Performance

Performance comes from the word job performance or actual performance as a result of work or performance work (Karatepe, 2013) while according to Saggaf et al. (2018) The concept of performance is the kinetics of energy work that in English is performance. Performance is output generated by a function or individual on a particular job or profession. Sutrisno (2014:170) Performing performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the relevant organization legally, do not violate the law and be in accordance with moral or ethics.

Performance is how a person is expected to function and behave according to the task that has been charged to him. Every expectation as to how one should behave in carrying out a task means demonstrating a role in the organization. An organization, both the government organization and the private organization in achieving the objectives set must be through the form of an organization that is driven by a group of people who actively participate

Performance Performance Is A Achievement Requirements Job Certain That Finally An Real Can Reflected Output That Generated. Performance Is Wrong One Tool Measure For Achievement Goal Organization. Performance Can Viewed As 'A'. Hasibuan (2002) Also Means Performance (Achievements Work) As a Work An Quality Dan Quantity That Reached By A IT staff Its job Appropriate With Responsibility Answer That Given Him (Simmamora, 2008, H. 327).Donnelly, Gibson and Ivancevich In Rivai Dan Sagala (2014:25) States Performance Refer On Level Success In Implement Task And Ability To Reach Goal That Have Set. Performance Stated Good Dan Success If Goal That Desired Can Reached With Good. Hersey and Blanchard (2011:179) Define Performance As Results That Have Reached Someone With Use Media Certain. Definition This Emphasize That Someone Employees Not Can Success Reach Performance Without Help A Media Form Means Other That Influential To Himself Good Intrinsic And Extrinsic.Prawirosentono (2010:11) Source Power Human As Actor That Role Active In Move Company/Organization In Reach Goal. Achievement Goal Company Only Possible Because Efforts The Perpetrators That There are In Company To Performing

With Good. Performance Individual (Individual performance) With Performance Institutions (Institutional performance) Or Performance Company (Corporate performance) There are Relationship That Closely. With Word Other If Performance Employees Good Then Possibility Great Performance Company Also Good. Performance A Employees Will Good If Employees Have Expertise That High, Willing Work Because Salary Or Given Wage Appropriate With Agreement Dan Have Hope (expectation) Time Front More Good. With So Needed Of Assessment Performance That Can Retrieved Through Management.

Swanson and graudous in sutrisno (2010:173), explained that in the system regardless of size, all work is interconnected . The result of a one -off job performance is input for other performance Ventures . Because interdependent , what seems to be a small performance gain in an aspect of the work can result in a huge acquisition overall. So, productivity of a system relies on the accuracy and efficiency of work behaviour to be able to know the performance of a person or organization, performance measurement needs to be held . According to anonymous, (2009), penggunaan Performance use is the process of recording and measuring the achievement of activities in the direction of Mission Achievement (Mission accomplishment) through the results displayed in the form of products, services or a process. Meaning that each organization 's activities must be measurable and expressed in relation to the achievement of organizational Vision and mission . The resulting products and services will be less meaningful when there is no contribution to achieving the organizational Vision and mission .

III. Research Method

This study was conducted using several approaches with the intention to answer the various problems that have been formulated in advance as intended for the purpose of the hypothesis testing. This research is an explosive research that is a study that seeks to find new relationships, and an exportatory research conducted by trying to explain the various symptoms that it causes from a research object. Reviewed from the research purpose aspect, research is a causality study that seeks to explain the relationship between endogenous variables (dependent) and exogenous (independent) variables consisting of working environment, organizational culture, job satisfaction, commitment, and performance of the Dinas cooperatives and SMES in South Sulawesi. Reviewed from its data aspect, the research is ex post facto research, which means that studies have passed or have occurred. In other words, research is a systemic empirical, where researchers can not control the free variables due to events that passed so that the nature of the data can not be manipulated work environment, organizational culture, job satisfaction, commitment, and performance of the Department of Cooperatives and SMES South Sulawesi.

The research approach is to use quantitative methods and qualitative methods and combine qualitative and quantitative research methods (Sugiyono, 2012). The location of this research office of Cooperatives and SMES South Sulawesi. In addition to collecting data through questionnaires, the research also collects data through in-depth interview activities of selected respondents. With these interviews, researchers can obtain information that complements and strengthens the accuracy of data obtained through questionnaires. Populations in the Research these as many as 300 people akan but the number of population then sampling using the formula Slovin with the result 172 sampel This research samples using structural model approach (SEM) and use of AMOS analytical equipment. Previously only used multiple regression analysis equipment and Square analysis techniques (PLS). An exogenous (independent) variable consists of three variables, and one endogenous and intervening. This research uses commitment as a intervening variable and in previous studies does not use commitment variables as a intervening variable. Variable indicators will be developed and adjusted to the need for analysis, so that the findings can be obtained comprehension

IV. Results And Analysis

The validity and reliability test of the instrument is conducted in order to test whether the instruments used in this study meet the requirements of good measuring instruments or conform to the standards of research methods. Given the data collection in this study using questionnaires, the seriousness or seriousness of the respondents answering questions is an important element in the study. The legality or validity of the data of the research results in social controversy is determined by the instrument used. The instrument is said to be good if it meets three main requirements: (1) valid or reliable, (2) reliability or dependable, and (3) practical (Cooper & Sehindler, 2003). If the measuring instrument used is invalid or untrustworthy and not reliable or reliability, then the research results will not depict the actual state. Therefore, to test the questionnaire as a research instrument then used the validity test (test of validity) and the reliability test (test of reliability).

1. Instrument validity test

The instruments in this study can be said to be valid when able to measure what is to be measured and can reveal consistently researched data and variables. Validity is a measure related to the level of accuracy achieved by an indicator in measuring over what should be measured. The validity test is the precision scale of

the measuring instrument used with the intent to guarantee that the measuring instrument is used, in which case the questionnaire question is seen according to the object to be measured. Validity is how much precision and accuracy a measuring instrument performs in the function of the measure, in other words a test or instrument can be said to have high validity if the tool performs the function of the measure or gives the measured results to the purpose of the measurement. The instrument is said to be valid if it can measure what should be measured or measure exactly what is desired (Supranto, 2005:89). The instrument validity test is to calculate the correlation coefficient between item score and its total score in terms of significance of 95% or $\alpha = 0.05$. The instrument is said to be valid having a significance value of α correlation of 95% or $\alpha = 0.05$ (Santoso, 2004:71).

Validity is an index indicating how far a measuring instrument can measure what needs to be measured. For that, analysis of the item with the correlation method product moment Pearson. The validity test with this method is done by correlating the score of the answers gained to each item with the total score of the whole item. The result of such correlation should be significant based on the specific statistical size. A high correlation coefficient indicates the suitability of the function of the item with the overall measuring function or in other words the instrument is valid. Validity is done using the correlation coefficient of product moment test criteria used on the instrument that is said to be valid if the value $R \geq 0.30$ (cut of point) (Sugiyono, 2010:82).

2. Instrumen Reliability Test

Reliability tests are a measure of the internal consistency of indicators of a construction indicating the degree to which each variable indicator identifies a common latent factor. The reliability test aims to determine the reliability of the measuring instrument or to determine the consistency of the measuring instrument if it is used to measure the same object more than once. This reliability test can be interpreted as a level of confidence in the measurement outcome. The reliability testing done on the item statement used in this research is by the Cronbach Alpha method. The cut of points received for the Cronbach Alpha level are ≥ 0.60 . Instruments are deemed to have an acceptable level of reliability, if the value of the reliability coefficient measured is ≥ 0.60 . The instrument is said to be reliable if it can be used to measure repeated variables that will result in the same data or only a slight variability (Uma Sekaran, 2003:112). In the validity and reliability test, a poll response is used for all respondents, the overall sample of 172 employees in the Office of the Cooperative and MSMES of South Sulawesi, so it can be explained that the entire questionnaire in circulate (172 set) with a return rate of 100% and after being examined there are no polls/questionnaires by researchers considered defective (unusable) Thus the overall questionnaire used to be analyzed in this study a number of 172 poll/Questionnaire Results of validity and instrument reliability testing

3. Model Conformance test

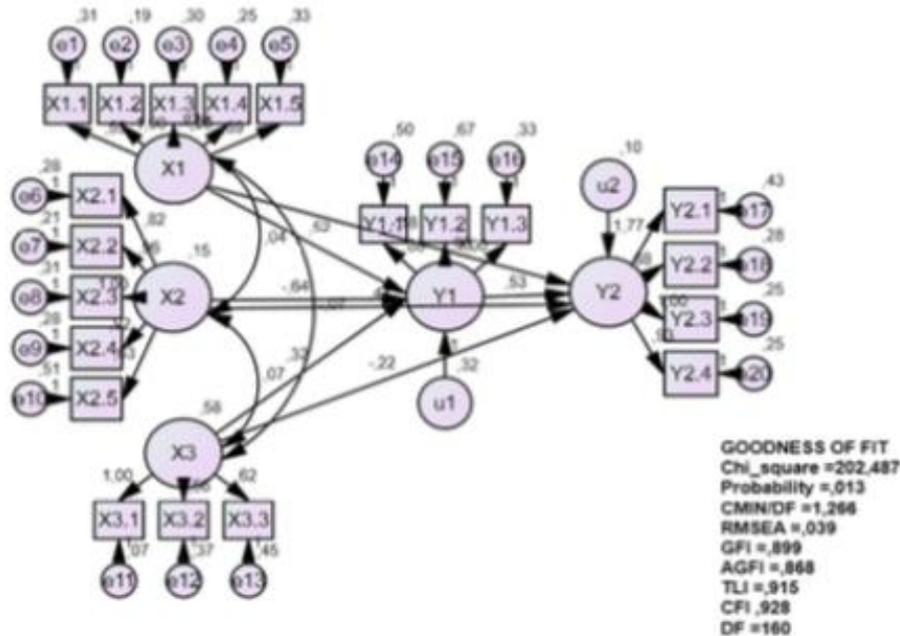
Testing the model on SEM aims to look at the suitability model. According to Kline (2006) that the model can resume if the test result of the overall model or F-Test on $\alpha = 5\%$ is outside the limit of ± 1.96 in two-way test, means that the indicator indicates no relationship between the fellow exogenous variables. Chi-Square test shows the difference between expectation and observation of matrix covariance. A close value of zero shows the low difference between expectation and observation, besides the probability level should be greater than 0.05 when Chi-Square approaches zero. The Comparative Fit Index (CFI) is an indicator of the customized sample difference function (the discrepancy function adjusted). The CFI value starts from 0 to 1, while the model says fit when the value is larger. The Model is very fit if the CFI value is equal to or greater than 0.80 (Hu & Bentler, 2005).

Root Mean Square Error of Approximation (RMSEA) is the magnitude of the residual value in the model. The RMSEA value starts from 0 to 1, the smaller value is the more suitable fit model. The best standard value of the RMSEA is 0.06 or smaller (Hu & Bentler, 2005). If the model has been fit then the estimate parameter of the standard deviation is distributed in the z-Statistic, and is significant at a level of 0.05 or more than 1.96, then at a level 0.01 worth more than 2.56. The unstandardized estimates Parameter can be interpretive for each variable. The standardized estimates Parameter can be used as an indicator in the model, if the model is not fit then it can be repaired.

CMIN/DF is The Minimum Sample Discrepancy Function divided by Degree of freedom. CMIN/DF is nothing but Chi square stats, X^2 divided its DF called the relative X^2 . When the value of X^2 is relatively less than 2.0 or even sometimes less than 3.0 is an indication of the acceptable fit between the model and the data. (Arbuckle in Ferdinand, 2002).

TLI (Tucker Lewis Index) is an incremental index that compares a model tested against a baseline model. Where the recommended value as a reference for the acceptance of a model is ≥ 0.95 . The feasibility testing of the structural model aims to determine the conformity of data with the observation results constructed and estimated using the value of standardized regression weights. Structural models that are constructed and estimated consist of direct relationships and indirect relationships refer to the problem formulation and research

objectives. The structural Model is said to conform to observation data if the Chi-square is small and non significant at $\alpha = 0.05$; Probability value ≥ 0.05 ; CMIN/DF ≤ 2.00 ; RMSEA ≤ 0.80 ; and TLI, CFI ≥ 0.95 . The result of data processing shows the criteria of the conformance test model done by comparing the Cutt-off value of goodness of fit index obtained from the result of the model estimate, that the model has not fulfilled the requirements criteria.



Compatibility of relationships between Full Model Path Diagram variables
 Structural Model Testing (initial Model)

The image shows that the result of the test path of the full model structural model diagram, which is the basis in comparison of the Model conformity index (Goodness of Fit Index) with Cutt-off value presented in the following table

Goodness of fit index	Cutt-off Value	Hasil Model*	Evaluasi
Chi_Square	Diharapkan kecil	30.323 (0.05:13=48.602)	Baik
Probability	≥ 0.05	0.004	Marginal
CMIN/DF	≤ 2.00	2.333	Marginal
RMSEA	≤ 0.08	0.088	Marginal
GFI	≥ 0.90	0.952	Baik
AGFI	≥ 0.90	0.898	Marginal
TLI	≥ 0.94	0.873	Marginal
CFI	≥ 0.94	0.921	Marginal

Based on the analysis done, the value of Chi-Square = 30,323 with df = 160 and the probability of 0.013. This Chi-Square result indicates that the zero hypothesis stating the same model as the empirical data is acceptable which means fit model (Model 1 (initial)). Since Model 1 (initial) is built to meet the test of alignment (Goodness of Fit tests), namely the suitability of the Model with Cutt-off value, except the probability value of 0.000, TLI, CFI, CMIN, it should be done modification of Model (modification indices) through improvement on covariances and variances and regression weights (Hair et al., 271 2010 Subsequent results of the test can be seen in the relationship between variables in the following figure

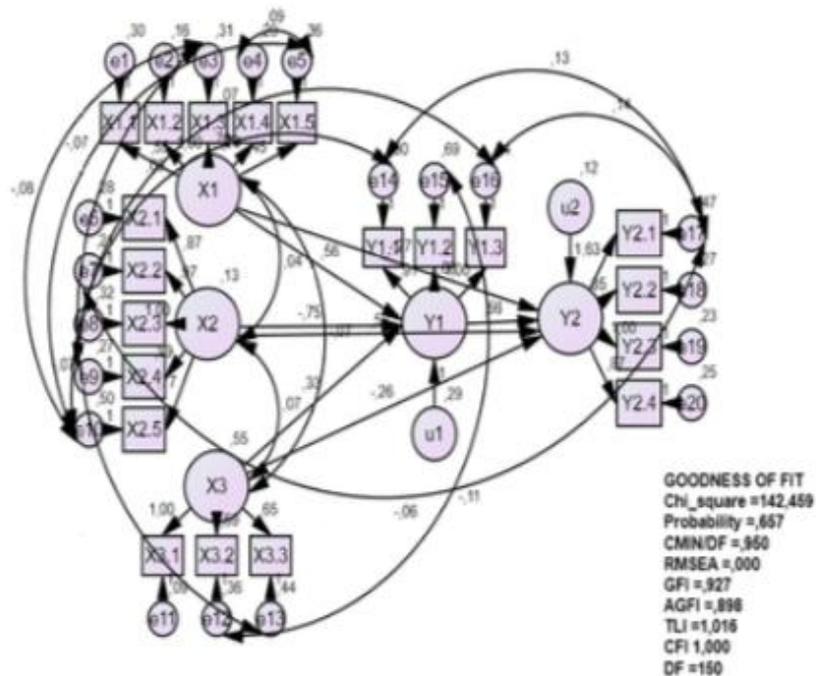


Diagram Path Full Model Structural Model Testing (Model 2 (end))

In the image is shown the results of the test path of a full model structural model diagram (Model 2 (end)), which is used as the basis for comparing the index of the model suitability with Cutt-off value after Modification of Indices, result of alignment testing (gooness of Fit Tests) can be shown in The following table

Goodness of fit index	Cut-off Value	Hasil Model*	Evaluasi
Chi_Square	Diharapkan kecil	142.459 (0.05:150=179.580)	Baik
Probability	≥ 0.05	0.657	Baik
CMIN/DF	≤ 2.00	0.950	Baik
RMSEA	≤ 0.08	0.000	Baik
GFI	≥ 0.90	0.927	Baik
AGFI	≥ 0.90	0.898	Marginal
TLI	≥ 0.94	1.016	Baik
CFI	≥ 0.94	1.000	Baik

Based on the table indicated that after the Modification Indices is shown that the Model 2 (end) has fulfilled the alignment test (Goodness of Fit tests) that is suitability Model with Cutt-off value, because of the six criteria of conformity of existing models, Model 2 (end) has fulfilled 7 (seven) among the 8 (eight) criteria of model conformity. Model Test results in Figure 3 and table 13 show that out of 8 criteria goodness of Fit index structural model built to estimate the parameters according to the data of the observation result, there are 7 (seven) criteria that have qualified the minimum limit (cut off point) required i.e. Chi-square value; probability, CMIN/DF, CFI, TLI, RMSEA, GFI, AND TLI while AGFI is not good (marginal). Referring to the parsimony principle (Arbuckle and Wothke, 1999; in Solimun, 2014; 89) that if there are one or two goodness of fit criteria that have fulfilled the expected value, then the model can be said either or the development of the conceptual and theoretical hypothesis model can be said to be supported by empirical data. Referring to table 5.12, it is shown that the value of Chi-Square = 142,459 with the value of degree of freedom (DF) = 150 and probability 0657. This Chi-Square result indicates that the zero hypothesis that states the same model as the empirical data is acceptable which means that the Model 2 (end) is fit or already in accordance with the observation result making it possible to analyze structural relations and hypothesis testing

V. Discussion

Based on the results of data analysis in This study, make the discussion of the results combines the theory, results of previous research and fakta empirical facts that occur in objects that are examined to confirm The results of this research reinforcing or rejecting the theory or results of previous research or the results of new findings . The feasibility testing of the structural model designed and estimated in This study proved to be in accordance with the data of the observation results . The Discussion on each of the variables of both exogenous variables as well as the endogenous variables in This study combined several empirical data analysis results from a descriptive approach and multivariate analysis through structural equation modeling for the synthesis process to improve the outcome of the research . The explanation of the influence between latent variables designed in This research is as follows:

1. Effect of work environment on employee commitment at the Cooperative office and SMES in South Sulawesi province

kerja The results showed that there was an insignificant relationship between the work Environment and the employee Dinas 's commitment to the cooperatives and SMEs of South Sulawesi province as indicated by the analysis of the line coefficient , which means there is no environmental influence on the employee's commitment . Dengan Thus the hypothesis (Ha) which states that there is an influence of environmental variables on the employee 's commitments cannot be proven, so empirically rejected because it is not supported by the data and facts. This is not in line with the research conducted by Maryana (2018) The influence of work environment and Kepuasan Job satisfaction on the organization 's commitment (study at Pegawai contract officers at Tanjungpura University), issues of increased Organizational commitment are related to how to identify things that affect The organization's Commitment . Contractual Officers ' organizational commitments need to be improved in order for agency Vision and mission to be achieved. Based on the phenomenon that occurs in the contract officer Tanjungpura University can be concluded several factors that affect the organization 's commitment is work environment and kepuasan Jobsatisfaction. Penelitian This research aims to test and analyse The impact of work environment and kepuasan Job satisfaction on the organizational commitments of contract officers at the University of Tanjungpura Pontianak. The results penelitian show that the work Environment has an influence on organizational commitment.

In line with the research of YonathanPangtulan (2016) the research results showed a positive and significant influence between the working environment variables on organizational commitments. It tersebut can be seen from a working environment variable coefficient value of 0.401. This means the working environment is a factor that determines the achievement of organizational commitments . Novi Andari (2016) Pengaruh Direct effect of working Environment variables against performance is greater than the indirect influence of the working environment through intervening variables of the organizational commitments or any motivation for performance. Teori The theory expressed by Ole Mottaz (2010) that the working Environment is one of the factors of HumanResource management function , precisely the planning function . The Planning function is directly related to Employees working on the lingkunganorganizationalenvironment. Different working Environment conditions in each organization can provide a different level of satisfaction for the employee, so that the job achievement in carrying out the task is diberikan also different. The harus effort is to improve the working method in an organization or workplace will ensure that employees can work and carry out their duties in conditions that meet the requirements so that they can perform their duties well by maintaining their commitment. For employees to be positive on their work , they must be created a healthy and conducive work environment , so they strive to achieve organizational objectives. One of the satu problems of the work environment that must be handled seriously by pihak the management of PT. Sources djantinkalbar is a smell on the production process of crumb rubber that is very disturbing employees in work. This smell problem is not only felt by the employees, but also felt by the community around the factory, so that the government of Pontianak began to review the policy of relocation of the Crumb rubber Factory (daily Equator, 10 June 2011).

Common characteristics of a healthy work environment include four elements. First, employees are treated respectfully and fairly. Secondly, there is strong Mutual Trust between management and employees. Third, having an Organizational culture that supports communication and collaboration, and pengambilan decision -making is not solely for Moneyconsideration, but also for consideration of the impact of decisions on the mission of the organization and its members. Fourth, encourage each individual to feel safe physically and emotionally (Shirey, 2006).

The working environment plays an important role in improving employee performance. According to nitisemito (1996:109), the ada work environment is everything around the workers and that can affect itself in carrying out The duties charged. The physical Environment is a tool that can be well

utilized to improve Business Outcomes (McGuire and McLaren, 2009) a good working Environment (healthy, safe, comfortable and harmonious) for employees in carrying out their work will cause The employee to feel comfortable in working and to maintain its status as an employee of PT. Source of the employee's organizational Commitment . KomitmenOrganisational commitments are Important things to be considered in order to improve employee Performance i.e . something that arises from within the employee itself to remain loyal to the company or keep working in the company.

sesama The working environment in This study uses four indicators of completeness of work facilities, kondisiworkingconditions, relationship between employees, and relationship of superiors with subordinates. However , out of these four indicators are only three valid indicators hubungan as a measure of working environment variables that are completeness of work facilities, hubunganemployeeRelations, and superiors with subordinates. Hubungan Superiors with subordinates are The most powerful or dominant indicators in shaping The working Environment .

Overall, the respondent 's assessment of the working environment variable is good. However, when compared with the indicator , maka the highest mean value among the three indicators is the relationship between the employees. The mean value of the relationship indicator of the employee is in good category of of , while the other two indicators are in the Catagori is not yet good. This indicates that the relationship between employees in fact is good according to the perception of respondents, but the contribution of this indicator forms A smaller working Environment . The two other indicators that have contributed to forming a working Environment in fact are still not good according to the perception of respondents. It is Describing the completeness of work facilities and hubungan superiors with subordinates is an important factor that must be considered and prioritized by the company in creating a good working Environment .

The findings of this study also supported Luthans ' opinion (2006:248) stating that the working Environment plays an important role to increase employeeCommitment. Managers need to give attention to the working atmosphere that will awaken The employee's commitment .

A comfortable working Environment is indispensable for workers to work optimally and productively. The results of This study have illustrated that non - physical work environment tends to be more influential for employees in the works. This is demonstrated by tidak The significant working conditions in measuring the working environment variables . Employees who work in a good physical work environment may decide to move to work for another company if their non - physical working Environment conditions are not good. But conversely, if an employee works in a poorly - maintained physical work environment , it can still decide to stay in the company if the non- physical work environment is good.

Commitment as a loyalty, Trust and loyalty that a dimiliki person has to the organization. So commitment is the individual who has a common mind in it and runs with the Vision and mission of the organization, then The individuals are loyal to the organization it is running into. Allen and meyer (2009). KomitmenOrganisational commitments are influenced by the environment in which an employee works. If the working Environment is less supporting, such as facilities less, hubungan working relationship less harmonious, jaminan Social security and safety is lacking, then automatically Commitment employees to the organization become increasingly faded (Heron Joro, 2002). It is backed by The results of research conducted by McGuire and McLaren (2009) stating that the physical Environment is positively related to the employee's commitment. itu In addition , the study also disclosed other research results stating that Inadequate supply of equipment and poor working conditions influenced the employee's commitment and intention to remain in the organization (McGuire and McLaren, 2009). From a security perspective , mcguire and McLaren (2009) show that environmental conditions affect employee safety perception , which affects employeeCommitment.

2. The influence of organizational culture on the employee's commitment to cooperatives and SMES in South Sulawesi province

The results showed that there was a significant RELATIONSHIP between the organizational culture and the employee 's commitment to the cooperatives and SMEs of South Sulawesi province as indicated by the analysis of the line coefficient , which means There is a cultural influence on the employees' commitments . Thus the hypothesis (Ha) which states that there is an influence of organizational cultural variables on employee commitments can be proved, so empirically supported by data and facts.

This is in line with the theory expressed by Sopiah (2015:155) that the organizational culture is also closely related to the employee 's commitment . According to employee Commitment is a dimension of behaviour that can be used to assess the tendency for employees to survive as members of the organization. A good organizational culture will increase The sense of owning and commitment of organizational members to the organization and its working groups (Robbins and Judge, 2009:36).

Organizational Culture is the value inheritance system to be applicable to the organization to

employees (belias and Athanasios, 2014). Xiaoming and junchen (2012) expressed internal and external problem - solving patterns as a group or organization is referred to as organizational culture. Djastuti (2011) suggests that employees' habits to work more effectively, when employees are encouraged by organisational commitments. The better or stronger The culture is owned by the organization then the higher The employee's commitment to organize in the company.

Budaya organisasi mengandung nilai-nilai yang harus dipahami, disoulai, dan dipraktikkan bersama by semua Individuals/groups yang terlibat di dalamnya. Budaya berhubungan dengan bagaimana organisasi membangun commitment make Judkan vision, memento ngkan hatipelanggan, memenangkan persaingan membangun power atan perusahaan. According to Huntington, budaya menentukan kemajuan setiap organisasi, tidak peduli apapun type of the organisasi (zebua, 2015:3-4). Budaya organisasi formed dari philosophy organisasi dan nilai-nilai yang dianut by source daya manusia in dalam organisasi, akantetapi perandaripimpinan atau top manajemen sangat besar dalam inducements budaya organisasi.

In line with The research conducted by Nugroho (2011), taurisa and Intan (2012), and Sinha et al. (2017) showed that the organizational Culture has a positive effect on the commitment of organizing. Alvi et al. (2014) researching The influence of organizational culture on organizational commitments and kepuasan Job satisfaction shows the result that Organizational culture has a positive effect on organisational commitments. The results of This study were in accordance with the results of previous research examined by dwivendi et al. (2014), Sinha et al. (2017) who found a positive influence of Organizational culture on organizational commitments. The results are in accordance with the theory that menyatakan bahwa organizational culture serves as an adhesive and komitmen Collective commitment among all members of the organization that provides organizational identity to members and establishes the stability of social systems in the organization (Schein, 2014). The results tersebut show that the better The culture applied by the organization the higher The organizational commitment of the employees.

In line with research conducted by Wayansucipta (2018) the influence of organizational culture on organizational commitments mediated work satisfaction (study at PT. Bening Badung-Bali), the results of the research show that the culture of organizational influence is positive towards Organizational commitment, budaya Organizational culture is positively influential towards Jobsatisfaction, kepuasan Job satisfaction has a positive effect on organizational Commitment, and kepuasan Job satisfaction is able to demonstrate the influence of organizational culture towards organisational commitment. Organizational commitments can be improved by maintaining employeesatisfaction, enhancing collective commitment, and paying attention to employee salaries.

Commitment to melaksanakan aturan-aturanyang ditetapkan di dalam perusahaan, pimpinan perusahaan senantiasamemberikan dukungan kepada karyawan dengan giving Memberikan leatian, baik berupa moral maupun material. A little moratian with the same, giving pengawasan ... karyawanan unblocked material berupa pemberian kompensasi, provide akan fasilitas dan tempat work yang nyaman. Perhatian Kenyataan in lapangan banyak karyawan yang tidak Mematuhi aturan-aturanyang dibuat perusahaan dimana aturan it merupakan form penerapan budaya organisasi yang berlaku di organisasi.

Budaya organisasi jugadapat useakandalam upaya meningkatkan Commitment dan quality kinerjakaryawannyadalam beworka. Commitment of stunadapbudaya organisasi artinya more darisekedarkeanggotaan formal, karena encompassing sikap organisasi dan grief aan to mengusahakan. A high-quality bagitingkatupayayangsakingan organisasi for The purpose of pencapaiantujuan. Berdasarkan This definition, dalam Commitment organisasionaltercakup elements loyalitasimpeadap organisasi, regullibatandalam workers aan, danidentifikasi hinders nilai-nilaitujuan organisasi.

In the formation of the Lok and Crawford organizational commitments (2014) claimed that organizational culture is a very important factor in the creation of commitments. The cultural Adapun definition of the organization According to Robbins (2013), a Common belief adopted by members of an organization as a differentiator with other organizations. From that sense, it can be concluded that organizational culture can be a guideline for members of the organization in being and thinking to resolve problems that occur within the organization. Budaya Strong culture has a strong influence in the formation of member behavior. The more members receive These shared values, maka the stronger The culture will be.

With the creation of a strong culture, members of the organization will have the sense of belonging that can create a commitment to the organization. This can be attributed to one of the cultural functions of the organization According to Robbins (2013), which makes it easier to make commitments on something more straightforward than individual self-interests. Thus, budaya organizational culture is a very important thing to consider in improving organisational commitments. In line with the study of elsyOktavia (2017) with the title of the tinggi cultural Research organization to the work commitment to

the department of Kopperindag and SMEs Dharmasraya District , the next research findings are a significant positive organizational culture to the working Commitment of the officers of kopperindag SMEs Kabupaten Dharmasraya District. the better Organizational culture perceived by employees in the The authors view organizational culture as an impetus in behavioral forming processes that may result in increased organizational Commitment of employees to an organization. This is what underlies the author doing research to the Cooperative Officers and MSMEs of South Sulawesi province on the importance of organizational culture in improving commitment as a proof of the theories on organizational culture with commitment.

3. The effect of job satisfaction on employee commitment to the Cooperative office and SMES in South Sulawesi province

Berdasarkan hasil uji hipotesis bahwa terdapat koefisien jalur yang signifikan antara Kepuasan Kerja dan Komitmen Pegawai pada Dinas Koperasi dan UMKM Provinsi Sulawesi Selatan. Hal tersebut mengindikasikan bahwa Kepuasan Kerja mampu membuktikan hubungan kausalitas baik secara teoretis maupun secara empiris terhadap Komitmen Pegawai. Dengan kata lain terdapat hubungan yang signifikan antara Kepuasan Kerja dengan Komitmen Pegawai. Dengan demikian hipotesis (H_a) yang menyatakan bahwa Kepuasan Kerja berpengaruh negatif dan signifikan terhadap Komitmen Pegawai dapat dibuktikan secara empiris dan didukung oleh data dan fakta. Pada tinjauan teori sebelumnya dijelaskan bahwa Organisasi yang kuat mempunyai kemampuan dalam menciptakan dan menjaga kepuasan kerja pegawai sehingga akan memberikan rangsangan kepada pegawai untuk bekerja dengan baik sesuai standar yang telah ditetapkan serta memiliki komitmen yang tinggi terhadap organisasi. Setiap individu yang bekerja berharap memperoleh kepuasan dari tempatnya bekerja. Pada dasarnya kepuasan kerja merupakan hal yang bersifat individual karena setiap individu akan memiliki tingkat kepuasan yang berbeda-beda sesuai dengan nilai-nilai yang berlaku dalam diri setiap individu.

Hasil penelitian ini mendukung penelitian Gondokusumo dan Sutanto (2015) yang dilaksanakan pada pekerja tetap suatu perusahaan dengan jumlah sampel 214 pekerja diperoleh hasil bahwa kepuasan kerja berpengaruh positif terhadap komitmen organisasional. Penelitian ini juga sejalan dengan penelitian terdahulu yang dilakukan Utama dan Wibawa (2016) pada karyawan perusahaan penyedia jasa penginapan Bali Rani Hotel, hasilnya kepuasan kerja berpengaruh secara signifikan terhadap komitmen karyawan terhadap organisasi. Semakin puas karyawan dengan sifat pekerjaan yang diperoleh dalam suatu instansi maka semakin bagus pula komitmen mereka terhadap instansi tersebut. Penelitian ini sejalan dengan penelitian yang dilakukan oleh Purwanti dan Anjarnako (2015) dengan hasil faktor atasan dan faktor pekerjaan secara parsial berpengaruh positif terhadap komitmen karyawan terhadap organisasi. Faktor atasan yang menentukan kepuasan kerja karyawan meliputi sikap atasan, kompetensi atasan, dukungan yang diberikan atasan dan kepedulian atasan dalam mendengarkan pendapat karyawan (Robbins & Judge, 2008). Kepuasan kerja terkait dengan terpenuhinya kebutuhan maupun keinginan karyawan oleh pihak organisasi, maka dengan sendirinya karyawan tersebut akan meningkatkan komitmen yang ada dalam dirinya. Variabel yang berpengaruh positif terhadap kepuasan kerja yaitu gaji/imbalance, kesempatan promosi, rekan kerja, atasan mereka dan sifat pekerjaan itu sendiri

4. Effect of working environment on employee performance in cooperatives and SMES in South Sulawesi province

Based on the results of the hypothesis test as shown that there is a significant line coefficient between work environment and employee performance in the Department of Cooperatives and SMES in South Sulawesi province. This indicates that the working environment is able to prove causality both theoretically and empirically to the performance of employees at the Cooperative service and SMEs in South Sulawesi province in Other words there is a significant relationship between the working environment and employees ' performance. Thus the hypothesis (H_A) which states that the working environment has significant effect on employee performance can be empirically proven and supported by data and facts.

The previous review of the theory is explained by Agus Ahyari (2016:150) that the working environment has a considerable contribution in performance enhancement. Working environment leads to several aspects such as management, organizational structure, and description of work, freedom, satisfactory physical environment, such as the availability of places of worship, a room that is comfortable enough to work, good ventilation, safety, salary and adequate benefits, appropriate working hours and meaningful tasks. Working conditions in relatively simple variations in temperature, noise, lighting, or regional quality can encourage meaningful effects on employees ' attitudes and performance. In addition, the design pays attention to the amount of workspace, arrangement or layout and the level of personal power provided, affecting the performance and level of employee satisfaction.

Based on the results of this study, important factors that should be considered and prioritized in

creating a good working environment are the most powerful or dominant indicators forming the working environment. Conflicts between superiors and subordinates should be minimized or must be managed properly so that they do not negatively impact. Schein in Munandar, (2014:237) reveals that if there are two competing groups (conflicts occur), the impact can affect the motivation and performance of the employees. The opinion shows that a good relationship between superiors and subordinates or between employees is an important factor in enhancing employee performance and the process of influence not only occurs directly but can also occur indirectly through organizational commitments.

5. Influence of organizational culture to employee performance in cooperatives and SMES in South Sulawesi province

The results showed that the organizational culture was negatively AND significantly influential on the personnel's performance at the Dinas Cooperatives and SMEs Provinsi of South Sulawesi province, despite its negative influence. This means that organizational culture has a significant effect on the performance of officers in the department of Cooperatives and SMEs in South Sulawesi province, organizational culture can be seen from loyalty to officers, Jenjangcareerpath, control, Pengambilan decision making and KepedulianemployeeCare. The results of this research show that the level OF Organizational culture in the department of Cooperatives and SMEs in South Sulawesi province is in kategorigoodcategory. It is supported by indicators namely: loyalty to officers, Jenjangcareerlevel, control, Pengambilan decision making and Kepedulian employee Care

Based on the five indicators, it can be said that the culture of the Organization in the Department of Cooperatives and SMES in South Sulawesi province, the characteristics of the organizational culture is very closely related in influencing employee performance. Organizational culture has contributed to shaping employee behavior such as embedding values and attitudes of employees in achieving organizational objectives, organizations are able to operate when a value is believed to be shared. Those values will guide their behavior in every activity process. This phenomenon that later shows that these factors will guide the employees of the Department of Cooperatives and SMES of South Sulawesi Province into an organization that has a quality and professional performance.

In line with the theory developed by the performance of employees becomes very important because the decline in the performance of both individuals and groups in a company can have a meaningful impact in a company. A manager has a fairly heavy task in which he must always try to improve his performance and motivate his subordinates in order to improve his performance to achieve the company's objectives.

The results of the study were strengthened by the results of the previous research conducted by Soedjono (2015); Rahman (2013); and Juliningrum (2013) concluded that organizational culture has a significant influence on employee performance. It was also emphasized by the opinions of Molenaar (2012), Kotter and Heskett (1992); In Koesmono (2015:168) stating that the culture has full strength, affects individuals and their performance even to the working environment. Seeing this, in improving employee performance, it is necessary to pay attention to contributions from the organizational culture, as it is proven to affect the performance of employees in the organization, whether from experts opinion, in previous research and included in this research that is in fact shows the organizational culture affecting employees' performance.

6. Effect of job satisfaction on the performance of officers in the Cooperative office and SMES South Sulawesi Province

The results of this study showed that the job satisfaction was positive and significant to the employee's performance in the Department of Cooperatives and SMES in South Sulawesi province. This is evidenced by the significance of 0.001, meaning the performance of officers in the Department of Cooperatives and SMES South Sulawesi province is influenced by job satisfaction, as in the theory presented by Mathis & Jackson (2010:209) Job satisfaction is a feeling of happy person to his work manifested in the spirit of work. If one feels satisfaction in his work will certainly make a spirit in carrying out his work. If employees in the organization have a high level of enthusiasm this will facilitate employees to reach the objectives that the organization has set.

Job satisfaction is the dream of every individual who has worked. Each employee has a different level of satisfaction in accordance with the value he has adopted. The more aspects of the work in accordance with the wishes and needs of the employee, the higher the satisfaction felt, and vice versa. Robbins and Judge (2015) explained from a review of the 300 study stating there is a sufficiently strong correlation between job satisfaction and performance. As we move from individual levels to the organization, we also find support for performance-satisfaction relationships. When we gather satisfaction and performance data for the organization as a whole, we find that organisations with more and more satisfied workers tend to be more effective than fewer organizations.

The success of an organization is heavily influenced by its employee performance. Every organization or company will always strive to improve employee performance, with the expectation of what the company's

goals will be achieved. One of the ways the company takes in improving the performance of its employees, for example, through education, training, proper compensation, motivation, and creating a conducive working environment with discipline. Increased employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges due to the success of achieving the goals and survival of the company depending on the quality of the performance of the human resources in it.

This research is in accordance with Wibowo's theory (2014:170) which states that the relationship between satisfaction and performance, job satisfaction leads to improved performance so that satisfied workers will be more productive and improve their performance. Brief job satisfaction is a person's feeling of work and everything encountered around the work environment.

7. The influence of commitment to employee performance in the cooperative and SME Office of South Sulawesi Province

The results showed that the commitment has a DinasProvinsi positive and significant effect on the personnel's performance in the Department of Cooperatives and MSMEs of South Sulawesi Province, with a significance of 0.000, meaning that the commitment to make a positive impact on the performance of employees in the department of Cooperatives and SMEs in South Sulawesi province, so it can be concluded that the better the commitment of employees will automatically encourage the Provinsi. The results of the study were supported by the definition of experts as telah stated by Mathis and Jackson in Sopiah (2012:155) that the organizational commitments within the employees that led to involvement in the work, and the identification of the company's objectives, thereby will create a continuously increasing performance that gives an effect on the company's progress. It means. In addition to the expert opinion, the results of this research are also supported by the results of Iresa Research, 2015 which proves that Job satisfaction affects Employees' performance.

In line with some Research results on the influence of organizational Commitment to employee performance as according to the research of hueryren Yeh, Hong (2012), yaitu Organizational Commitment will positively and significantly affect job performance. According to ghorbanpour, dehnavi, Heyrani (2014) i.e. the organization's commitment has a significant positive influence on kinerjaemployeeperformance, normative commitment to leave the strongest effect on average performance, compared with affective Commitment and komitmen continuing Commitment according to Arizona, riniwati, harahap (2013) said a partial Organizational Commitment has no significant influence on employeeperformance.

Research conducted by Subejo, troena, thoyib, Aisjah (2013) shows that partial Organizational commitments do not have a significant effect on performance, the organizational Commitment built by the affective Commitment, komitmen Sustainable Commitment, and normative Commitment have not been able to improve The performance of employees maximally suswati and budianto (2013) based on data analysis results, affective commitment, and continuity commitment secara partial positive and significant effect on the performance of the employees of kppPratama Utara Malang. As for normative commitment according to the results of this research has no significant effect on the performance of kppPratama Malang Utara.

8. The effect of working environment on performance through employees' commitment to the cooperative department and SMES in South Sulawesi province

The work environment is negatively and significantly influential in the performance of officers in the Department of Cooperatives and SMES in South Sulawesi province through commitment. Based on the results shows that the indirect influence of the working environment variable on employee performance in the Department of Cooperatives and SMES of South Sulawesi Province through commitment is 0298, compared to the direct influence of the working environment on the employee's performance of-0254. The results of the research analysis showed that the commitment variables contributed negatively to the direct influence of the working environment variables on the employee's performance variables at the Cooperatives and SMEs Provinsi in the South Sulawesi province. This means that the Commitment variable is not strong enough as an intermediary variable to increase The working environment of employees in the department of cooperatives and SMEs of South Sulawesi province

This is in line with the Jayaweera Research (2015) the impact of working environment on employee performance through a commitment in research to find that commitment is a variable that is capable Commitment to strengthen the environmental impact of employees' performance, meaning that when employees have a high Commitment, the impact of the work Environment will be greater towards achieving employee work achievement.

A conducive and supportive work Environment then employees will be more enthusiastic to present to the office, work with the target, more cheerful and prone to avoid stress. The positive work environment

also makes the company will be more productive and efficient in conducting the production process . Therefore, sebab every leader in the organization should be able to make the most of a conducive and positive work environment in support of employees ' performance . But conversely if an uncomfortable work environment can also be the cause of the employees do not feel at home and finally out of the organization (triyanto&Santosa, 2011). It tersebut becomes very reasonable because if the environment does not

MenurutPotale dan Uhing (2015:65) memberikankesimpulanterhadappengertiankinerjayaituhasilkerjasecarakualitas dan kuantitas yang dicapai oleh seseorangkaryawandalammelaksanakantugasnyasesuaidengantanggungjawab yang diberikankepadanya. Kinerja karyawan merupakan pengukuran hasil penangan terhadap pekerjaan yang bisa dilakukan karyawan yang dikurdir kualitas dan kuantitas. Ukurandariperspektifkualitasmenunjukkanhasilpekerjaandidasarkan pada standar yang ditetapkan oleh perusahaan, dan ukurankuantitasdidasarkan pada tingkat penyelesaian atau jumlah unit yang dihasilkandaripekerjaan yang dilakukankaryawan.Susanty dan Miradipta (2013:13) bahwakinerjakaryawandidefinisikansebuahhasilpekerjaandenganukurankuantitas dan kualitasberdasarkanharapanandari tiap karyawan. Pendapat yang sama juga dinyatakan Ramli, Margono, dan Irawan (2014, p. 810) bahwakinerjaadalahhasil yang diproduksidarisebuahaktivitastertentu dan dalam periodetertentu. Pengertiankinerjadalam pendapat ini lebih didasarkan pada pengukuran hasil dari pekerjaan dari perspektif jumlah (kuantitas) dengan pengukuran waktu (periode). Semakintinggi jumlah yang dihasilkandalamsuatu periodetertentu menunjukkan bahwakinerjakaryawan adalah tinggi.

The results of this research are in line with the study conducted by Musriha (2011), that the working Environment has a positive impact on Employees' performance . A comfortable work environment causes the employee 's concentration level to increase, and the condition causes the employee 's working productivity level to increase. A good working Environment of both physical and non - physical environments provides support for improving employees' work performance . Hubungan Significant and positive relationship between working Environment and kinerja employee performance. This strengthens the view that the working environment affects employee performance.

9. The influence of organizational culture to performance through the commitment of officers in the Department of Cooperatives and SMES South Sulawesi Province

Organizational culture is positive and significant to the performance of officers in the Department of Cooperatives and SMES province of South Sulawesi through commitment. Based on the results showed that the indirect influence of the organizational culture variable to the performance of the officer in the Department of Cooperatives and SMES of South Sulawesi Province through commitment is -0.329 smaller than the direct influence of organizational culture to employee performance by 0.450. The results of the research analysis showed that the commitment variables contributed negatively to the indirect influence of organizational cultural variables on the employee performance variables of the cooperative office and the SMES of South Sulawesi province. This means that the commitment variable is not strong enough as an intermediary variable to increase the influence of the organization's culture to the staff at the Department of Cooperatives and SMES in South Sulawesi province.

Sejalan denganteori yang dikemukakan Edy Sutrisno, (2012) Pentingnya budaya organisasi dalam suatu organisasi yaitu pertama, sebagai suatu peran pembeda yang jelas antara satu organisasi dengan organisasi yang lain. Kedua, budaya organisasi membawa suatu rasa identitas bagi anggota-anggota organisasi. Ketiga, budaya organisasi mempermudah timbul pertumbuhan komitmen karyawan pada sesuatu yang lebih luas dari pada kepentingan diri individual. Keempat, Budaya organisasi mampu mempersatukan organisasi sebagai perekat isoaldengan memberikan standar-standar yang tepat untuk apa yang harus dikatakan dan dilakukan oleh para karyawan. Selain itu juga sebagai mekanisme pembuat makna, sebagai kontrol dan pembentuk sikap serta perilaku para karyawan. Budaya organisasi merupakan serangkaian nilai-nilai dan strategi, gaya kepemimpinan, visi & misi serta norma-norma kepercayaan dan pengertian yang dianut oleh anggota organisasi dan dianggap sebagai

The truth for new members who become a guide for every element of the organization of a company to form attitudes and behaviors. According to Robbins and Judge (in sunyoto, 2013) defines the organizational culture as a shared meaning system adopted by members of the organization that distinguish the organization from other organisations .

10. The effect of job satisfaction on performance through the employee's commitment to cooperatives and SMES in South Sulawesi province

Job Satisfaction negatively and significantly AFFECTS The employee 's performance in the Dinas Cooperative and Msme provinces of South Sulawesi through commitment. Based on the results showed that the indirect influence OF work satisfaction variables on the performance of employees at the Department of cooperatives and SMEs Provinsi South Sulawesi province through commitment is 0.291 smaller than the direct influence of job satisfaction on the performance of employees of -0.407. The results of the research analysis showed that the commitment variables contribute negatively to the indirect influence of the job satisfaction variables to the variables on the employee 's performance at the Dinas Cooperative and MSMEs Provinsi of South Sulawesi Province. This means that the commitment variable is not strong enough as an INTERMEDIARY variable to increase The impact of job satisfaction on employees in the department of Cooperatives and SMEs in South Sulawesi province .

In line with the research of Cindy indriyanti (2017) that Job satisfaction can form a high organizational commitment so that it affects the performance produced by the employees. In working employees PT. Subaindo light Polintraco was given the Regulation on Disciplinary sanctions, peraturan the regulation is strongly obeyed by an employee considering that what sudah They have gained in line with the work that the employee is doing. Not only obey the rules of disciplinary sanctions , employees are always on time at the time of rest, employees never break before the hour of rest and also always timely in working back after hours of rest and never have a rest that exceeds the hour of rest. Until home , employees always wait for hours back to work, because what They do in the company has become The responsibility of PT Employees . Subaindo light polytraco.

This is in line with the opinion (As'ad,2014:104) that the employee who has the commitment of Organisasi will influence the high level of employee satisfaction . KomitmenOrganisational commitment is more than just a formal membership , as it encompasses People's likes and willingness to strive for their work satisfaction level for the organization. Komitmen Organizational commitments in some of The research are linked to job satisfaction . The higher The organizational Commitment It will be higher kepuasannya in work. The more aspects of the work that fit The wishes of the employees, makan the higher the level of satisfaction that he felt.

From The results of this study , dapat It is known that the job satisfaction variables are significantly influential in improving employee Commitment and performance . Dengan Thus the results of this research show that variabel These variables need to be observed by policy determinants and pengambil decision makers in the department of Cooperatives and SMEs South Sulawesi Province, which includes efforts to improve Job satisfaction so as to increase The commitment and performance of employees. Provinsi

VI. Conclusions and Suggestions

Based on the results of the analysis and the discussion of the results as stated in the previous section, the authors feel the need to draw some conclusion that the working environment is negative and not significant to the South, the organizational culture is positive and significant to the commitment

Cooperatives and SMES in South Sulawesi province. Job satisfaction negatively affects the commitment of employees of the Department of Cooperatives and SMES in South Sulawesi province. The working environment is positive and significant to the employee's performance in the Department of Cooperatives and SMES in South Sulawesi province. The organizational culture has a negative and significant effect on the personnel's performance in the Department of Cooperatives and SMES in South Sulawesi province. Job satisfaction has a positive and significant impact on employee performance in the Department of Cooperatives and SMES in South Sulawesi province. Commitment to influence positive and significant to the performance of employees in the Department of Cooperatives and SMES South Sulawesi Province The work environment is significant to the performance of employees in the Department of Cooperatives and SMES in South Sulawesi province through commitment. Organizational culture negatively and significantly affects the performance of employees in the Department of Cooperatives and SMES in South Sulawesi province through commitment and satisfaction has significant effect on the performance of employees at the Department of Cooperatives and SMES in South Sulawesi province through commitment.

To improve the performance of cooperatives and SMES in South Sulawesi Province, the efforts that can be improved by the leadership is to increase the environmental indicators in the way that provides adequate working facilities to facilitate employees during the running of work activities, each employee is placed in the right position, the relationship officer with the leadership goes well and harmoniously, salary and allowances are really cared for in the working environment . South Sulawesi province goes well and is conducive. The results showed that job satisfaction and commitment had a positive and significant influence on employee performance. Considering employee performance as one of the important factors for the organization, it is necessary to

maintain and improve employee satisfaction and commitment by taking into account the indicators that can maintain and improve employee satisfaction is responsibility, self development and employment, and pay attention to the commitment of work involvement, having a passion and having a work initiative to be done so that employees always work with job satisfaction and high commitment so that it can produce good and satisfying employee performance.

References

- [1]. Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of Nursing Administration*, 40, 323.
- [2]. Alex S NitiseMITO, (2012), *Manajemen Personalia (Manajemen Sumber Daya Manusia)*, Edisi Kelima, Cetakan Keempat Belas, Ghalia.
- [3]. Bahari, Andi Faisal, et al. "Customer Value, Brand Image And Promotion; Analysis Of Purchasing Decisions (Case Of Silk Fabrication)."
- [4]. Alvi, Huma Abid., Mehmood Hanif., Muhammad Shahnawaz Adil., Rizwan Raheem Ahmed., dan Jolita Vveinhardt. 2014. Impact of Organizational Culture on Organizational Commitment and Job Satisfaction. *European Journal of Business and Management*, 6(27):30-34.
- [5]. A.A Anwar Prabu Mangkunegara. (2012). *Evaluasi Kinerja Sumber Daya Manusia*. Bandung: PT. Refika Aditama
- [6]. Allen, N.J. & Meyer, J.P. 2009. The Measurement and Antecedents of Affective, Continuance & Normative Commitment to the Organization. *Journal of Occupational Psychology*
- [7]. Arep, Ishak dan Hendri Tanjung. (2013). *Manajemen Sumber Daya Manusia*. Universitas Trisakti: Jakarta
- [8]. Allen and Meyer. (2013). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to Organization. PT Elex Media Komputindo, Jakarta.
- [9]. A. Ahyari. (2016). *Manajemen Sumber Daya Manusia dan Lingkungan Kerja*. Bandung : Pionir Jaya
- [10]. A, Aji Tri Budianto dan Amelia Kartini. (2015). Pengaruh Lingkungan Kerja terhadap Kinerja Pegawai pada PT Perusahaan Gas Negara (Persero) Tbk SBU distributor Wilayah 1 Jakarta. *Jurnal Ilmiah Manajemen Universitas Pamulang* Vol. 3, No 1, Oktober 2015.
- [11]. Alwi, Syafarudin. (2011). *Manajemen Sumber Daya Manusia*. Edisi kedua. Yogyakarta: BPFE Yogyakarta
- [12]. Armstrong dan Baron dalam Irham Fahmi. (2012). *Manajemen Kinerja*. Jakarta
- [13]. Ahmad S. Ruky. (2012). *Sistem Manajemen Kinerja*, PT. Gramedia Pustaka Utama, Jakarta
- [14]. Belias, Dimitrios., and Athanasios Koustelios. 2014. Organizational Culture and Job Satisfaction: A Review in University of Thessaly, Karyes, 42100, Tikala, Greece. *International Review Of Management and Marketing*, 4(2):132-149
- [15]. BPS Sulawesi Selatan 2017
- [16]. Cox, S. J., & Cheyne, A. J. T. (2014). Assessing safety culture in offshore environments. *Safety Science*, 34(1-3), 111-129
- [17]. Cokroaminoto. (2007). *Membangun Kinerja Melalui Motivasi Kerja*
- [18]. Karyawan. Jakarta: PT Gramedia Pustaka Utama
- [19]. Dessler, Gary. (2015) *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- [20]. Dwivendi, Sulakshna., Sanjay Kaushik., dan Luxmi. 2014 Impact of Organizational Culture on Commitment of Employees: An Empirical Study of BPO Sector in India. *Business Process Outsourcing*, 39(3):77-92.
- [21]. Edy Sutrisno, (2014). *Manajemen Sumber Daya Manusia*. Cetak Ke Enam. Pranada Media Group, Jakarta
- [22]. Fahmi, Irham. (2014). *Manajemen Kinerja, Teori dan Aplikasinya*. Alfabeta Bandung.
- [23]. Fred Luthans, (2007), *Perilaku Organisasi*. Edisi Sepuluh, PT. Andi: Yogyakarta
- [24]. Greenberg dan Baron, (2015). *Budaya dan Komitmen Organisasi*. Terjemahan. Jakarta: Erlangga
- [25]. Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2015). *Managing Human Resources*. Sussex, NJ: Prentice Hall.
- [26]. Handoko, T. Hani. (2012). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE
- [27]. Herman Sofyandi. (2013). *Manajemen Sumber Daya Manusia*, Yogyakarta: Graha Ilmu
- [28]. Hadari Nawawi, (2013); *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*, Cetakan ke-7, Gajah Mada University Press, Yogyakarta
- [29]. Djastuti, Indi. 2011. Pengaruh Karakteristik Pekerjaan Terhadap Komitmen Organisasi Karyawan Tingkat Managerial Perusahaan Jasa Konstruksi Di Jawa Tengah. *Jurnal Bisnis Dan Akuntansi*, 13(1):1-19.
- [30]. Kasman, Kasman, Serlin Serang, and Moh Zulkifli Murfat. "Pengaruh Kompetensi, Kepemimpinan, Penempatan dan Lingkungan Kerja Terhadap Kinerja Personil pada Biro Sumber Daya Manusia Polda Sulawesi Selatan." *PARADOKS: Jurnal Ilmu Ekonomi* 2.3 (2019): 145-155.
- [31]. Kreitner, R. & Kinicki, A. (2016). *Organizational Behaviour*. New York; NY: McGraw- Hill
- [32]. Karatepe, O. M. (2013). High-performance work practices and hotel employee
- [33]. performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140. <https://doi.org/https://doi.org/10.1016/j.ijhm.2012.05.003>
- [34]. Kusumaputri, E.S. (2015). *Komitmen Pada Perubahan Organisasi*. Yogyakarta: Deepublish. L. Mathis, Robert & H. Jackson, John. (2011). *Human Resource Management (edisi 10)*. Jakarta : Salemba Empat.
- [35]. Leblebici, D. (2012). Impact of Workplace Quality on Employee's Productivity: Case Study of A Bank in Turkey. *Journal of Business, Economics & Finance* 1(1), 38-49
- [36]. Luqman, M. D., et al. "Effect of Development of Professional Teacher, Competence, Facilities and Infrastructure of Education on the Performance of Teachers and Achievement Students Sma in Makassar."
- [37]. Malayu Hasibuan S. P. (2016). *Manajemen Sumber Daya Manusia*, cetakan keenambelas. Jakarta: PT. Bumi Aksara
- [38]. Meyer, John P., and Allen Natalie J. 2010. *Commitment In The Workplace : Theory, Research, and Application*. First Edition. United States of America : SAGE Publication, Inc.
- [39]. Mangkuprawira, TB. S dan A.V. Hubeis. 2013. *Manajemen Mutu Sumber Daya Manusia*. Ghalia Indonesia, Bogor.
- [40]. Munandar, Ashar, Sunyoto. 2014. *Psikologi Industri dan Organisasi*. Jakarta: UI-Press.
- [41]. Murfat, Moh Zulkifli, and Muhammad Syafii Basalamah. "FAKTOR-FAKTOR YANG MEMPENGARUHI KINERJA KARYAWAN PT. LION MENTARI AIRLINER MAKASSAR." *KARIMAH* (2018).
- [42]. Murfat, Moh Zulkifli. "The Effect of Motivation on Organizational Cultural Competence on the Empowerment of Prisoners and Employee Performance in the Determination Institution Class IIA of Riau Islands."
- [43]. Mottaz J, Clifford. 2010. Determinants of Organizational Commitment. *Human Relations*, Vol 41, Number 6. Pp 467-482
- [44]. Nugroho, DwiyeKti Agung. 2011. Pengaruh Budaya Organisasi Dan Gaya

- Kepemimpinan Transformasional Terhadap Komitmen Organisasi Dan Kinerja Pegawai (Studi Pada Pusat Pengembangan Dan Pemberdayaan Pendidik Dan Tenaga Kependidikan/Vacational Education Center Malang). *Jurnal Manajemen Bisnis*, 1(2):167- 176.
- [45]. Nartey (2018) The relationship between employee satisfaction and organisational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology*, 39(1), 00-00. Management Influence Organizational Outcomes? A Meta-Analytic Investigation *Management Reviews*, 15(1),
- [46]. Nasir, Munawir, et al. "An Analysis of Work Discipline, Work Environment and Employment Satisfaction Towards Performance." *Jurnal Manajemen Bisnis* 11.1 (2020): 65-75.
- [47]. Noah, Y. & Steve, M. (2012). Work Environment and Job Attitude Among Employees in A Nigerian Work Organization. *Journal of Sustainable Society* 1(2), 36-43
- [48]. Panggabean, S., Mutiara. (2011). *Manajemen Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- [49]. Robbins, S. (2011). *Perilaku Organisasi*, Jilid I dan II. alih Bahasa : Hadyana Pujaatmaja. Jakarta: Prenhallindo
- [50]. Rivai, Veithzal. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan : dari Teori Ke Praktik*, Edisi Pertama, Penerbit PT. Raja Grafindo Persada, Jakarta.
- [51]. Rivai, Rivai, Mursalim Umar Gani, and Moh Zulkifli Murfat. "Organizational Culture and Organizational Climate as a Determinant of Motivation and Teacher Performance." *Advances in Social Sciences Research Journal* 6.2 (2019).
- [52]. Saggaf, M. S., Salam, R., & Rifka, R. (2017). The Effect of Classroom Management on Student Learning Outcomes. *International Conference on Education, Science, Art and Technology*, 98–102
- [53]. Schultz. (2012). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning and Development*, 4(2), 242-256. Sage
- [54]. Sarwoto. (2012). *Dasar-Dasar Organisasi Manajemen*. Jakarta: Ghalia Srimulyani, V. A. (2009). *Tipologi dan Antecedent Komitmen Organisasi*. *Jurnal Ilmiah Widya Wana*. 33 (1), 1-20.
- [55]. Sedarmayanti. (2013). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: CV Mandar Maju
- [56]. Simamora, Henry. 2008. *Manajemen Sumber Daya Manusia*. Edisi Kedua. Cetakan Kesembilan. Penerbit YKPN. Yogyakarta.
- [57]. Sopiah. 2014. *Perilaku Organisasional*. Yogyakarta: Andi.
- [58]. Taurisa, Chaterina Melina., dan Intan Ratnawati. 2012. *Analisis Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional dalam Meningkatkan Kinerja Karyawan (Studi Pada PT. Sido Muncul Kaligawe Semarang)*. *Jurnal Bisnis dan Ekonomi*, 19(2):170-187
- [59]. Timpe, A., Dale. 2012. *Memotivasi Pegawai*. Terjemahan: Susanto Budidharmo. Jakarta: PT. Elex Media Komputindo.
- [60]. Wibowo. (2012). *Manajemen Kinerja (Edisi Ke 3)*. Jakarta: Rajawali Pers.
- [61]. Werther, William B, dan Keith Davis dalam Tb. Sjafrin Mangkuprawira (2013). *Human Resources and Personnel Management*. Fifth Edition. New York: Mc Graw-Hill, Inc.
- [62]. Winardi, 2016, *Manajemen Kinerja*, Jakarta, PT. Raja Grafindo Persada. Jakarta.
- [63]. Wirawan, 2017. *Budaya dan Iklim Organisasi*. Jakarta : Salemba Empat
- [64]. Xiaoming, C., dan Junchen, X. 2012. A Literature Review on Organizational Culture and Corporate Performance. *International Journal of Business Administration*, 3(2):29-
- [65]. Zebua, J., 2015. *Pengaruh Budaya Organisasi dan Insentif Terhadap Kinerja Staf Dalam Pengembalian Berkas Rekam Medik Di Rumah Sakit Umum Pusat*. Tesis USU

Baharuddin, et. al. "The Effect Of Work Environment, Organizational Culture, And Job Satisfaction On The Commitment And Performance Of Officers At The Cooperative And Umkm provinces Of South Sulawesi." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(6), 2020, pp. 01-19.