

HUBUNGAN ANTARA BUDAYA ORGANISASI,  
KOMITMEN ORGANISASI, KEPUASAN KERJA,  
DAN PRESTASI KERJA KARYAWAN :  
STUDI EMPIRIS KARYAWAN  
SEKTOR MANUFAKTUR  
DI INDONESIA

Oleh:  
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No. Matrik: 90078

**Universiti Utara Malaysia**  
**2003**

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Tesis ini diserahkan kepada Sekolah Siswazah (Graduate School)  
untuk memenuhi syarat ijazah Doktor Falsafah  
Universiti Utara Malaysia

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**Universiti Utara Malaysia**  
**JULY 2003**

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- n **Appendices**

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui hubungan antara Budaya Organisasi, Kepuasan Kerja, Komitmen Organisasi, dan Prestasi Kerja Karyawan, studi kelayakan karyawan sektor manufaktur di Indonesia.

Penelitian ini dilakukan terhadap 390 responden dari 13 perusahaan yang tersebar di daerah ibukota Jakarta, kabupaten Bogor, Tangerang, dan Bekasi yang biasa dikenal dengan singkatan JABOTABEK, serta perusahaan di daerah Serang (propinsi Banten), dan Karawang (propinsi Jawa Barat), yang dianggap mewakili Indonesia, karena sebagian besar perusahaan besar di Indonesia berada di daerah Jabotabek dan sekitarnya tersebut.

Budaya Organisasi yang diteliti terdiri sub-variabel Budaya Birokrasi, Budaya Inovatif dan Budaya Suportif, yang penilaiannya dilakukan melalui penilaian responden sendiri dalam jawaban kuisisioner skala Likert 5 poin. Kepuasan Kerja, dinilai melalui lima dimensi gaji, promosi, supervisi, pekerjaan itu sendiri, dan teman kerja. Komitmen Organisasi dinilai melalui penilaian karyawan sendiri atas pertanyaan tentang komitmennya terhadap organisasinya. Prestasi Kerja Karyawan dinilai menurut penilaian oleh karyawan sendiri atas pertanyaan prestasi kerjanya.

Data-data dianalisis dengan menggunakan Uji-f, analisis varian, korelasi Pearson, *Path Analysis*, dan Analisis Regresi Berganda. Hasil analisis menunjukkan bahwa Budaya Organisasi (Budaya Birokrasi, Inovatif dan Suportif), mempunyai hubungan yang positif dan signifikan dengan Kepuasan Kerja, dan mempunyai hubungan positif dan signifikan dengan Komitmen Organisasi. Budaya Inovatif mempunyai hubungan positif dan signifikan dengan Prestasi Kerja Karyawan, namun Budaya Birokrasi dan Budaya Suportif walaupun mempunyai hubungan positif, tetapi tidak signifikan. Kepuasan Kerja mempunyai hubungan positif dan signifikan dengan Prestasi Kerja Karyawan, demikian juga Komitmen Organisasi mempunyai hubungan yang positif dan signifikan dengan Prestasi Kerja Karyawan.

## ABSTRACT

The objective of this research is to analyze the relationship between Organizational Culture, Job Satisfaction, Organizational Commitment, and Employee's Performance, empirical study of employees in the manufacturing sector in Indonesia.

390 respondents from 13 companies, located in the capital city of Jakarta area nicknamed JABOTABEK were chosen. Some companies from Serang (Banten province), and Karawang (West Java province), was also selected to representing the whole of Indonesian manufacturing company. These area are chosen because most large businesses in Indonesia are located therein.

The sub-variables analyzed within Organizational Culture are Bureaucracy Culture, Innovative Culture, and Supportive Culture. Questionnaires used Likert scale five points. Valuation is done through the respondents answers to questionnaires. Job Satisfaction scoring is done through the five dimensions, wage, promotion, supervision, the work it self, and co-worker. Organizational Commitment scoring is done through the employee's response to questions regarding their commitment to the organization. Employees Performance scoring is also done by the employees themselves based on responses to questions regarding their performance.

Data is then analyzed using F-test, variance analysis, Pearson Correlation, Path Analysis, and Multiple Regression Analysis. The result of the analysis shows that Organizational Culture (Bureaucracy Culture, Innovative Culture, and Supportive Culture), has a positive and significant relationship to Job Satisfaction, and also has positive and significant to Organizational Commitment. Innovative Culture has a positive and significant relationship to Employees Performance, but Bureaucracy Culture and Supportive Culture although having a positive relationship, the relationship is not significant to Employees Performance. Job Satisfaction has a positive and significant relationship to Employees Performance, similarly Organization Commitment has a positive and significant relationship to Employees Performance.

## UCAPAN TERIMA KASIH

Pertama saya panjatkan puji syukur kepada Allah Tuhan Yang Maha Esa, karena ridhonya maka tesis ini dapat diselesaikan.

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Jakarta, Mei 2003

Muindro Renyowijoyo

## SURAT PERNYATAAN

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adalah penelitian aseli. Tidak ada bagian dari penelitian Disertai ini yang tidak mematuhi kaidah-kaidah untuk penelitian ilmiah untuk mengambil gelar kesarjanaan.

Semua buku kepustakaan dan kutipan-kutipan yang ada didalamnya telah disertakan darimana sumbernya.

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# BAB I

## PENDAHULUAN

### 1.1 Latar Belakang Kajian

Sejak tahun 1990-an, tepatnya sejak keluarnya Keppres No.27 tahun 1990 tentang pencabutan larangan mogok, maka intensitas pemogokan buruh terus meningkat dari tahun ke tahun. Apalagi kini seiring dengan krisis ekonomi yang melanda Indonesia sejak tahun 1997, dimana hingga saat ini belum dapat diatasi. Akibat krisis ekonomi yang sudah menjadi krisis multi dimensi, dimana tidak hanya masalah makro ekonomi tetapi juga mikro ekonomi seperti pemogokan buruh/karyawan, demonstrasi buruh yang menyebabkan semakin menurunnya produktiviti, efisiensi dan efektiviti perusahaan telah menambah runyamnya kondisi perekonomian, khususnya kelangsungan hidup perusahaan di Indonesia.

Konflik yang menyebabkan menurunnya produktiviti, efisiensi dan efektiviti dalam organisasi perusahaan baik perusahaan manufaktur maupun jasa di Indonesia, biasanya terbentuk dari serangkaian konflik yang disebabkan oleh budaya organisasi yang tidak kondusif (Asfar, 1994). Selain itu faktor kepuasan kerja, komitmen organisasi, dan prestasi kerja karyawan juga merupakan faktor penyebab rendahnya produktiviti perusahaan di Indonesia (Nitisemito, 1994).

Pemahaman pengambil keputusan terhadap budaya organisasi perusahaannya merupakan suatu keharusan. Hal ini karena budaya perusahaan sebagai alat untuk mencapai tujuan dengan mempertanyakan nilai-nilai seperti apa yang dibutuhkan perusahaan agar senantiasa kondusif

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