

## ABSTRACT

In applying the strategy of merger there was one of the problems involving human resources, no more than 50% of merger and acquisition reached the initial standard of success, where human resources were the most important factor and almost all institutional quality improvement processes resulted in the power of human resources. The activities of the merger had a negative impact on employees after the merger. It was proven from the less satisfying level in adopting the organizational change of the result of merger of universities. Telkom University was one of universities that could pass the crisis in implementing the strategy of merger, such as the merger between Telkom IT, Telkom IM, STISI Telkom, and Telkom Polytechnic aimed at strengthening capital and resources in order to survive in the competition.

The focus of this research was the influence of employee's satisfaction on organizational commitment before and after merger at Telkom University. This study used a sample of 94 respondents with purposive sampling techniques, namely the executive staff (TPA) working  $\geq 4$  years. The analysis technique used is simple regression in addition to the researchers compared the effect of job satisfaction on commitments before and after the merger by using interpretation Snakes of diagram to compare the condition before and after the merger as well as the GAP. It showed the result that there was job satisfaction on organizational commitment before joining into Telkom University in the amount of 43.9%. And after joining 43.9% of these results there were not different influence of job satisfaction on organizational commitment between before and after the Telkom university.

Keywords: Merger, Higher Education, Job Satisfaction, Organizational Commitment, Snake Diagram,