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The Influence of Organizational Culture, Commitment, and Leadership on Employee Job Satisfaction at PT. Abadi Harmoni Mulia

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Abstract

The purpose of this study was to determine and evaluate the influence of organizational culture, commitment, and leadership, partially and simultaneously, on employee job satisfaction at PT Abadi Harmoni Mulia. This study uses a quantitative descriptive method. In 2022, the study population was 36 employees of PT Abadi Harmoni Mulia. We sampled 36 people for this study using a saturated sampling approach. We used multiple linear regression as a statistical technique for analysis. The final result of this study is that organizational culture, commitment, and leadership have a partial and simultaneous effect on employee job satisfaction at PT. Abadi Harmoni Mulia.

Keywords: organizational culture, commitment, leadership, job satisfaction

INTRODUCTION

In the age of worldwide competition, the corporate realm must function with more effectiveness and efficiency (Nasib, 2021). In order to survive against intensifying competition, the business sector must enhance its competitiveness (Luhgianto, 2022). Enhancing employee satisfaction is a key strategy employed by the organization to enhance its competitiveness. Job happiness is a crucial element in every firm (Lestari, 2019). Job happiness may impact work behavior, including laziness, thoroughness,

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productivity, and other behavioral patterns that have significant value in business (Khairani, 2023).

Abadi Harmoni Mulia is a firm that focuses on manufacturing motorbike and automobile replacement components. The organization regularly places a high priority on the quality of its human resources and continuously works towards improving employee job satisfaction. The corporation regards workers as valuable assets that require ongoing upkeep and attention to guarantee their sustained satisfaction in their job.

Employee work satisfaction refers to an individual's subjective evaluation of their level of contentment or dissatisfaction with their employment. Job satisfaction is achieved when the results exceed the expectations and aspirations of employees. Companies frequently encounter challenges related to employee job satisfaction, especially when these concerns result in an increase in employee turnover. The clarity of this may be easily shown in Table 1 below.

Table 1. Employee Resignation Data of PT. Abadi Harmoni Mulia During January-June 2022

Month	Number of Employees Resigning	Division of Work	Description
January	1	Finance	1. Too much work 2. Low salary increases 3. Too much supervision 4. Conflict with coworkers 5. Opportunities at other companies 6. Work that is demanding in a short time
February	2	Marketing	
March	0	-	
April	1	HRD	
May	1	Marketing	
June	0	-	

Source: PT. Abadi Harmoni Mulia, 2023

The data in Table 1 above shows that employees resigned from the company due to job dissatisfaction experienced by employees within the company, resulting in the company's operations being disrupted due to a lack of human resources.

Organizational culture refers to the collective set of beliefs and attitudes that develop inside an organization and shape the conduct of its members (Sari et al., 2023). Organizational culture is a prevalent concern in business as it requires the CEO and all employees to adhere to the corporate culture in a suitable manner (Syaifuddin et al.,

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2023). This is a result of the company's strong emphasis on formality, which aims to minimize ambiguity and adhere strictly to written rules and regulations (F. R. A. Lubis et al., 2023). Consequently, employees may find it challenging to implement these requirements when their own cultural values and work practices diverge (Syaifuddin et al., 2022).

An employee's dedication to an organization demonstrates their intention to stay as a member and actively endorse its objectives (Pebri, 2020). The lack of adequate compensation for employees, in accordance with the minimum wage, is the underlying cause of the issue of low corporate commitment (Nasib, 2020). Furthermore, compensating employees with a low payment for working overtime diminishes their dedication to the firm (Susanto, 2023).

The fundamental core of leadership is in the capacity to effectively influence and convince both followers and subordinates to accomplish the objectives set out by the leader (Y. Lubis et al., 2023). The issue is in the existence of barriers between leaders and their employees, resulting in leaders harboring a sense of distrust towards their staff during the execution of their tasks (Nasib & Chaniago, 2018). Furthermore, executives cannot effectively serve as positive examples for employees, since they frequently arrive at work tardily and depart early, much before the designated end of the workday at the firm (Nasib, 2022).

Research methods

This study utilizes a quantitative approach (measurement) as it involves statistical techniques or other quantitative procedures. This research is explanatory and belongs to the area of quantitative descriptive research. (Sugiono, 2012) provide a definition of population as encompassing all persons, events, or things that researchers are specifically studying in their research. In 2022, a total of 36 workers from PT. Abadi Harmoni Mulia were included as the research population. Assert that the sample is a subset of the population. We employ a sample technique referred to as saturation sampling. (Sugiono, 2012) provides a concise definition of saturation sampling as the utilization of every member of the population as samples in a sampling technique. Saturated sampling happens when the population size is limited. The study sample comprised 36 employees from PT. Abadi Harmoni Mulia. This study selected PT. Nusantara Autopart Persada as the subject for evaluating its validity.We gathered data by administering a questionnaire that utilized a Likert scale. Utilize a Likert scale. The

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selected study sample supplies the necessary data to fully execute the questionnaire. The data analysis approach employs several linear regression analyses.

Results of Data Analysis and Research

Classical Assumption Test Results

We must complete the classical assumption test in this study, a prerequisite for multiple analysis, before discussing multiple regression. Heteroscedasticity, multicollinearity, and normality are traditional assumption tests. These standard assumption tests yield the following results:

Normality test

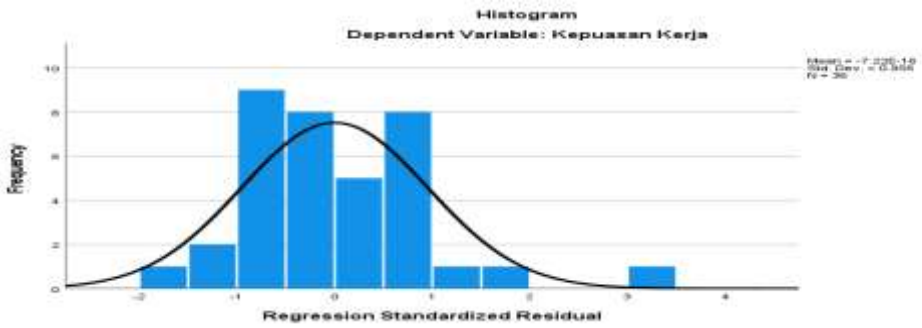


Figure 1. Histogram Graph

Assuming that the data pattern on the histogram graph is symmetrical (U-shaped) and lacks any left or right bending, it may be inferred that the data follows a normal distribution.

Multicollinearity Test

Tabel 2. Hasil Uji Multikolinieritas

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	.315	3.174

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	Commitment	.996	1.004
	Leadership	.315	3.170

According to the results of the multicollinearity test, the tolerance values for organizational culture, commitment, and leadership were 0.315 > 0.1, 0.996 > 0.1, and 0.315 > 0.1, respectively. The VIF values for organizational culture, commitment, and leadership were 3.174 < 10, 1.004 < 10, and 3.170 < (10). The provided statistics demonstrate the absence of multicollinearity.

Heteroscedasticity Test

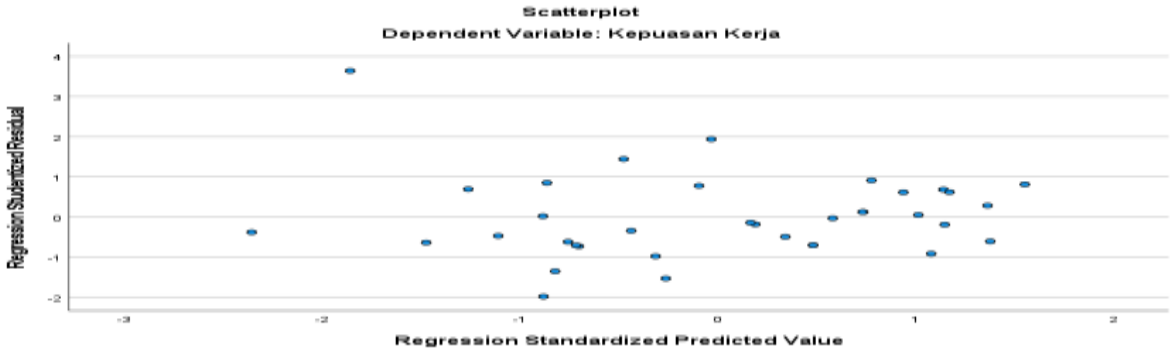


Figure 2. Heteroscedasticity Test Results

The scatterplot graph indicates the absence of heteroscedasticity since there is no noticeable pattern and the dots are evenly distributed above and below 0. Consequently, we may assert that the data is devoid of heteroscedasticity.

Results of Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.160	2.740		.058	.954
	Organizational Culture	.603	.187	.496	3.222	.003

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	Commitment	.244	.109	.193	2.233	.033
	Leadership	.387	.156	.381	2.475	.019

The Unstandardized Coefficients column in Section B displays the multiple regression equation for this statistic, which has the following formula:Job satisfaction is calculated as 0.160 + 0.603 organizational culture + 0.244 commitment + 0.387 leadership.

1. If the variables of organizational culture, commitment, and leadership remain unchanged, the Y value, which indicates job satisfaction, will increase by 0.160 units.
2. The correlation coefficient between organizational culture and the Y value is 0.603. This shows that assuming all other variables remain constant, there will be a 0.603 unit increase in job satisfaction for every one-unit increase in organizational culture.
3. Assuming all other variables remain constant, the commitment regression coefficient of 0.244 indicates that for every one-unit increase in commitment, there will be a 0.244 unit increase in job satisfaction, as indicated by the Y value.
4. The leadership regression coefficient is 0.387, indicating that, assuming all other variables remain constant, there will be a 0.387 unit increase in job satisfaction for every one-unit increase in leadership.

Hypothesis Determination Coefficient

Table 4. Results of the Hypothesis Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872[a]	.761	.738	2.451

The determination coefficient of 0.738 indicates that organizational culture, dedication, and leadership traits account for 73.8% of employee performance. The remaining 26.2% is attributed to other factors not mentioned above. Additional factors, such as motivation and remuneration, have not been investigated in this study.

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Simultaneous Hypothesis Testing (F Test)

Table 5. F Test Results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	612.006	3	204.002	33.947	.000[b]
	Residual	192.300	32	6.009		
	Total	804.306	35			

The degrees of freedom are df1 = 3 and df2 = 32. With a significance level of 5%, the F table value for F (3; 32) is 2.90. According to the test criteria, the F count value is 33.947, which is greater than the F table value of 2.90. Additionally, the significance value is 0.000, which is less than the threshold of 0.05. Thus, the decision was made to adopt H4, indicating that leadership, dedication, and corporate culture together have an impact on employee work satisfaction.

Partial Hypothesis Testing (t-Test)

Table 6. t-Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.160	2.740		.058	.954
	Organizational Culture	.603	.187	.496	3.222	.003
	Commitment	.244	.109	.193	2.233	.033
	Leadership	.387	.156	.381	2.475	.019

The t table value (33; 0.05) of 2.03452 may be produced by doing a 2-sided test and referring to the error (α = 0.05). The decision was made to approve H1, indicating that the organizational culture has a limited impact on employee work satisfaction at PT Abadi Harmoni Mulia. According to the SPSS data provided, the t count value for

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organizational culture is 3.222, which is more than the t table value of 2.03452. Additionally, the significance value is 0.003, which is less than the significance level of 0.05. Based on the findings from H2, it was determined that dedication has a limited impact on employee work satisfaction at PT Abadi Harmoni Mulia. The commitment variable has a t-value of 2.233, which exceeds the critical t-value of 2.03452 at a significance level of 0.033 ($p < 0.05$). The decision made was to select H3, which indicated that leadership at PT Abadi Harmoni Mulia has a limited impact on employee work satisfaction. The leadership variable has a computed t-value of 2.475, which above the critical t-value of 2.03452. Additionally, the significance value of 0.019 is less than the threshold of 0.05.

DISCUSSION

The Influence of Organizational Culture on Job Satisfaction

Organizational culture according to the first hypothesis has a significant value of 0.003 <0.05 and a t-value of 3.222> t-table of 2.03452. Regarding employee job satisfaction at PT Abadi Harmoni Mulia, this finding supports the first hypothesis which states that organizational culture plays a role. Research by Karmawan and Sudibya (2020) shows that organizational culture has a partial effect on employee job satisfaction, this is in line with the findings of this study. A corporate culture that prioritizes strong work ethics and explicit rules may offer workers clear guidance in fulfilling their responsibilities (Swidi et al., 2021). When workers see that their behaviors are acknowledged and endorsed by the organization's standards, they are more likely to experience higher levels of satisfaction (Binh, 2023). A corporate culture that fosters open communication and transparency will facilitate the establishment of a work environment in which workers feel acknowledged and valued (Yusuf, 2020). Increased employee participation in the decision-making process and a deeper comprehension of the organization's objectives can enhance work satisfaction (Setini, 2021). Organizations that have a robust culture of acknowledging and rewarding employee accomplishments tend to have greater levels of work satisfaction (Wulandari, 2022). Granting acknowledgment for individual efforts has the potential to enhance employee motivation and work satisfaction (Fitrio, 2021). The alignment between an individual's ideals and the values advocated by the company culture also significantly influences work happiness (Prastiawan, 2020). Employees who see a congruence between their own principles and the values upheld by the firm are more likely to have higher levels of job satisfaction and motivation (Rezaei, 2021).

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The Influence of Commitment on Job Satisfaction

According to the second hypothesis, a statistically significant value of 0.033 (which is less than 0.05) was achieved, and a t-count value of 2.233 (which is more than the t-table value of 2.03452) was associated with commitment. This discovery provides evidence in favor of the second hypothesis, which posits that the level of commitment at PT Abadi Harmoni Mulia has a discernible impact on employee work satisfaction. The results of this study align with the findings of (Panjaitan, 2022), who observed that commitment had a partial impact on employee work satisfaction. Affective commitment is the form of dedication that is most strongly associated with work happiness (Hakim, 2022). Employees having a strong emotional attachment to an organization typically experience higher job satisfaction (Lopera, 2020). They experience emotional attachment and have good sentiments towards the firm, which might enhance their motivation and job happiness (Mangundjaya, 2020). Continuance commitment pertains to workers' estimations of the expenses they will face if they choose to resign from the firm (Yukongdi, 2020). Employees that have persistent emotional connection to the business, such as due to the significant amount of time and resources they have invested, are likely to have elevated levels of job satisfaction because they possess a strong inclination to remain with the organization and make valuable contributions (Suryani, 2021). Normative commitment refers to the alignment between an individual's own values and the principles that the organization promotes (Pham, 2021). While emotional commitment has a stronger correlation with job happiness, people with high levels of normative commitment also likely to experience job satisfaction due to the alignment of their work with their own beliefs (Jufrizen, 2022).

The Influence of Leadership on Job Satisfaction

Based on the third hypothesis, Leadership has a significant value of 0.019 <0.05 and a t-value of 2.475> t-table of 2.03452. Based on these findings, the third hypothesis, namely the influence of leadership at PT Abadi Harmoni Mulia on employee job satisfaction, is accepted. The findings of this study are in line with the research of Pahlawan & Onsardi (2020) which shows that employee job satisfaction is more or less influenced by leadership. Transformational leadership is frequently linked to elevated levels of work satisfaction (Ryhal, 2021). This leadership style emphasizes the motivation and inspiration of employees via the provision of a distinct vision, support, and the establishment of robust interpersonal ties (Bevanda, 2022). Employees often experience higher levels of satisfaction when they perceive themselves as appreciated and are driven

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to work towards shared objectives (Abdullah, 2022). Although transactional leadership may not possess the same level of potency as transformational leadership in directly affecting work satisfaction, it nonetheless exerts a noteworthy influence (Gaskin, 2022). This leadership style emphasizes the importance of praising and acknowledging employee achievements, which can enhance their motivation and job contentment (Supriyanto, 2021). Democratic leadership, characterized by employee involvement in decision-making and a sense of being listened to, typically boosts work satisfaction (Nirmalasari, 2020). Conversely, authoritarian leadership, characterized by the imposition of tight directives without employee participation in decision-making, can result in diminished levels of work satisfaction (Buntuang, 2021).

CONCLUSION

This study investigates the influence of organizational culture, employee commitment, and leadership style on the level of job satisfaction at PT. Abadi Harmoni Mulia. Based on the results of the study, several important conclusions can be drawn as follows:

1. A strong and positive organizational culture has a significant impact on employee job satisfaction. An organizational culture that encourages high work ethics, open communication, and appreciation for employee achievement tends to increase overall job satisfaction.
2. Employee commitment to the organization, whether in the form of affective, continuance, or normative commitment, also plays an important role in determining job satisfaction. Employees who feel emotionally attached, see a personal investment in the organization, or are in line with the values held by the organization, tend to have higher levels of job satisfaction.
3. The leadership style applied at PT. Abadi Harmoni Mulia has a real impact on employee job satisfaction. Transformational leadership, which is able to inspire, provide a clear vision, and support employee development, tends to increase job satisfaction. Conversely, an authoritarian leadership style or one that does not support employee participation can potentially decrease job satisfaction.

Meanwhile, the suggestions in this research are:

1. In the context of PT. Abadi Harmoni Mulia, the interaction between organizational culture, employee commitment, and leadership style reinforce each other to create a work environment that is conducive to job satisfaction. A supportive

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organizational culture, combined with a high level of commitment and an effective leadership style, together increase employee motivation, performance, and retention.

2. The management of PT. Abadi Harmoni Mulia can use the findings of this study as a guide to improve employee job satisfaction. Practical steps include strengthening a positive organizational culture through open communication, providing recognition for achievement, increasing employee commitment by developing careers and organizational values, and training and developing a transformational leadership style.

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