



## Mediation Job Satisfaction : Leadership And Organizational Culture On Organizational Commitment

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### Abstract

*This research aims to determine the influence of leadership and organizational culture on organizational commitment and the influence of leadership and organizational culture on job satisfaction and whether job satisfaction can mediate leadership and organizational culture with organizational commitment. The method used in this research is to use quantitative descriptive methods. PLS-SEM model analysis for data processing. The sample used is Cluster Area Sampling, which is a profitability sampling method where the researcher divides a large population into small groups known as clusters and then randomly selects among the clusters to become the sample. So permanent employees were taken from the production department of PT. Arteria Daya Mulia, questionnaires were distributed to 319 employees and only 187 respondents returned the questionnaire or the survey response rate was 59.6%. It can be concluded several things as follows: (1) Leadership has a positive effect on job satisfaction; (2) Leadership has a positive effect on organizational commitment; (3) Organizational culture has a significant positive effect on job satisfaction; (4) Organizational culture has a significant positive effect on organizational commitment; (5) Job satisfaction has a significant positive effect on organizational commitment; (6) Job satisfaction mediates the influence of leadership on organizational commitment; (7) Job satisfaction mediates the influence of organizational culture on organizational commitment.*

**Keywords:** leadership, organizational culture, job satisfaction, organizational commitment.





## 1. INTRODUCTION

The Southeast Asia region has a large water area. It should be remembered that oceans and seas dominate more than 66% of Southeast Asia. In fact, the oceans in Southeast Asia are estimated to account for 2.5% of all marine waters in the world. In this way, Southeast Asia's oceans have great potential to help the region's economy. Many new economic opportunities exist in Southeast Asia and throughout the world, for ASEAN countries. The annual market value of marine resources is estimated at 2.5 trillion US dollars or 5% of the global economy.

One of the countries that has vast oceans is Indonesia, which is often referred to as a maritime country, and this refers to the fact that Indonesia has the geographical characteristics of being an archipelagic country with around 17,000 islands spread throughout the archipelago. This geographical condition has a significant impact on the lives and economy of Indonesia, and one of the biggest livelihoods is fishing.

To support fishing activities, fishing nets or other fishing equipment are needed. There are many industries that operate in the field of producing fishing nets, threads & ropes which creates high competition. One of the companies operating in this field is PT Arteria Daya Mulia (ARIDA).

Changes in the corporate environment, which are increasingly complex and competitive, require every company and organization to be more responsive to current developments in order to survive and develop more rapidly. In order to achieve this, companies must always be able to manage human resources (HR) well. As argued by (Ramadhi et al., 2023) that the key to successful change lies in human resources as initiators and makers of sustainable change as well as in forming processes and culture that increase the organization's ability to change. Quality resources are a requirement for every organization to achieve its stated goals. Therefore, human resources must be managed well to increase effectiveness and efficiency in achieving organizational goals (Christianto, 2021).

One important factor in human resource management is organizational commitment. Employees with high commitment will be involved and serious in carrying out their work, loyal to the company and always think positively about the organization where they work. (Sukarji, 2023) said that Organizational Commitment is very important, this is because organizational commitment is an important part of managing human resources.

The efforts that PT Arteria Daya Mulia has made to increase the organizational commitment of its employees are by creating harmony in the work environment, communicating clear goals and strategies for the organization, appreciating every achievement of team members, creating a sense of togetherness between team members. With this effort, it is hoped that employees will have no reason to leave the company where





they work. However, based on field data, we can see the low level of organizational commitment from the large number of employees leaving the company, as shown in the following table:

**Table 1. Data on Number of Employee Turnover for 2018-2023**

| No. | Years | Number of Resigned Employees |
|-----|-------|------------------------------|
| 1.  | 2018  | 8                            |
| 2.  | 2019  | 30                           |
| 3.  | 2020  | 77                           |
| 4.  | 2021  | 48                           |
| 5.  | 2022  | 9                            |
| 6.  | 2023  | 8                            |

Based on table 1 above, in 2020 the number of employee resignations increased by 77 people due to new regulations and emphasis on high work discipline. This illustrates that the organizational commitment of employees is still low. Companies must carry out evaluations so that there is no increase in employee resignations.

Efforts to increase employee organizational commitment cannot be separated from leadership. Leadership that influences organizational commitment generally involves leadership that supports, encourages, and inspires team members. Several studies have found that leadership influences organizational commitment. As research has conducted (Subagyo et al., 2019), the role of leadership in building commitment is very crucial and important because leadership that is more aspirational and that instills positive values in subordinates will be able to increase commitment. Research by (Adi, 2013) states that leadership that is played effectively in the organizational environment will increase organizational commitment. According to research (Senjaya & Anindita, 2020), leadership will increase organizational commitment among mining industry workers. Leaders who can provide support to their employees can make their employees feel optimistic in achieving organizational goals. (Nurlina et al., 2022) said that leadership can grow and develop an organization in achieving achievements and a supportive organizational culture will foster positive attitudes and norms, this can increase organizational commitment.

Organizational culture can also increase organizational commitment because it plays a very important role in binding organizational members. as in several previous studies according to (Mahayasa et al., 2018) stated that the higher the cultural values that are owned





and developed in the type C private general hospital industry in Denpasar city, the higher the level of organizational commitment of the nurses in the home industry. The results indicate that the values contained in organizational culture are able to generate a sense of pride and trust in nurses and increase emotional attachment and the desire to continue working in their organization. In (Suryani & Triyono, 2022) also explains that if organizational culture continues to be developed and maintained by implementing and implementing organizational cultural values into every activity carried out by each person, this will ultimately increase organizational commitment. Culture plays an important role in organizational commitment and job satisfaction (Kayani, 2023).

Apart from leadership and organizational culture, job satisfaction can also be a factor that can increase organizational commitment. When an employee is satisfied with their work, this will motivate them to increase organizational commitment. According to research (bagis et al., 2020), employees will have a higher commitment to the university if they are more satisfied with their work. In (Silva et al., 2018) satisfaction plays a relevant role in the relationship between organizational culture and organizational commitment. When mediated by satisfaction, the process will be more effective. (Senjaya & Anindita, 2020) also said that in order to form high organizational commitment it must be balanced by providing comparable compensation.

Therefore, this research aims to find out how leadership and organizational culture influence organizational commitment and the influence of leadership and organizational culture on job satisfaction and whether job satisfaction can mediate leadership and organizational culture with organizational commitment.

## 2. LITERATUR RIVIEW

### 2.1. Leadership

According to (Afandi, 2021) Leadership is an activity to influence people so that they are directed towards achieving organizational goals. Furthermore, according to (Subagyo et al., 2019) leadership is a process of influence that involves the facilitation of collective task performance. This is in accordance with the opinion of (Lim et al., 2017) Leadership is an important management tool because leaders work to make people provide the best results for the company with the least amount of input and resources. Leadership is the art of influencing, coordinating (aligning synchronization), motivating, mobilizing and supporting other people to contribute to achievement through the process of interaction and communication (Suryaningrum et al., 2019). (Sutrisno, 2020) Leadership is an action that influences other people or subordinates to want to work together to achieve certain goals.





(Edison, 2018) states that leadership is the process of inspiring other people to work hard to complete important tasks.

Leadership dimensions according to (Afandi, 2021), namely Leadership Characteristics and Effective Leadership. Meanwhile, according to (Afandi, 2021), leaders can be seen through indicators, namely: 1) Spiritual, social and physical maturity 2) Demonstrate exemplary 3) Can solve problems creatively 4) Have honesty 5) Have communication skills 6) Have strong motivation to leading 7) Responsibility 8) Discipline 9) Having lots of relationships 10) Quick decision making.

## 2.2. Organizational Culture

(Edison, 2018) defines organizational culture as the result of a process that is referred to and measured over a certain period of time based on provisions or agreements that have been previously established into new norms and philosophies, which have energy and group pride in facing certain things and goals. Meanwhile, another definition says that organizational culture is a strong force that unites all employees of an organization to help the organization decide on actions and activities that must be carried out by all employees of the organization to achieve organizational goals while maintaining a strong organizational commitment to the organization (Kayani, 2023). Through organizational culture, employees can learn more about the company (Coelho & Kurtz, 2020). Meanwhile, according to (Nurlina et al., 2022) Organizational culture greatly influences the behavior of its members and organizational culture is very important because it is the culture that exists in an organization.

Dimensions of Organizational Culture According to (Edison, 2018) include: 1) Self-awareness 2) Aggressiveness 3) Personality 4) Performance and 5) Team orientation. Organizational Culture Indicators According to (Edison, 2018) can be seen from: 1) Members always try to develop themselves and their abilities 2) Members obey existing rules 3). Members make efforts to provide the best service to customers 4) Full members initiative and not always dependent on leadership instructions 6) Each member respects and greets each other when meeting 7) Group members help each other 8) Each member respects each other's differences of opinion 9) Each member always tries to work effectively and efficient 10) Each Team task is carried out with discussion and synergy.

## 2.3 Job Satisfaction

An employee's job satisfaction varies according to the value system that applies to him. Usually people will feel satisfied with the work that has been done or is being done, if what has been done is considered to have met expectations, in accordance with the





objectives of the work (Sunimah, 2024). In (Sinambela & Sinambela, 2019) job satisfaction is a person's feelings towards their work which are produced by their own efforts (internal) and which are supported by things outside themselves (external), regarding work conditions, work results and the work itself. Meanwhile, according to (Syarif et al., 2024) job satisfaction can be created by providing appropriate incentives, such as fair wages, awards for outstanding employees, and opportunities for career advancement.

Dimensions of Job Satisfaction according to Jex (2002) in (Sinambela & Sinambela, 2019) include: 1) Mentally challenging work 2) Adequate rewards 3) Supportive working conditions 4) Supportive colleagues. Meanwhile, Job Satisfaction Indicators according to Jex (2002) in (Sinambela & Sinambela, 2019) include: 1) Providing opportunities for employees to use their skills 2) Offering a variety of tasks 3) Matching income with the company's existing system 4) Fair promotion policies 4) A reward system that is in line with expectations 5) Level of safety in the work environment 6) Level of completeness of facilities and infrastructure 7) Support from colleagues 8) Moral support provided by superiors.

## 2.4 Organizational Commitment

Commitment to an organization is defined as the strength of the relationship between employees and the organization (Tran et al., 2023). (Suryani & Triyono, 2022) employee commitment means loyalty to achieving organizational goals by complying with rules, regulations and goals. According to Meyer and Allen (2001:64) in (Busro, 2018) define that: "Organizational Commitment is a building of relationships between individual attitudes and emotions in their organization." Organizational commitment influences whether employees remain in the organization (stance) or leave the organization to look for a new job (turnover) (Suwaryo et al., 2015).

Dimensions of Organizational Commitment According to (Busro, 2018), namely: 1) Affective Commitment refers to the employee's emotional attachment to the organization, identification with the company and involvement in work, namely agreement on company and individual goals. 2) Continuity Commitment refers to awareness of the costs associated with leaving the company. 3) Normative Commitment, namely employees feel that they are obliged to remain in the company. Meanwhile, indicators of organizational commitment according to (Busro, 2018) include: 1) Strong trust and acceptance of the organization's values and goals 2) Loyalty to the organization 3) Willingness to use efforts for the benefit of the organization 4) Taking into account the benefits of continuing to work in the organization. 5) Calculating the losses if you leave the organization 6) Willingness to work 7) Responsibility for advancing the organization.





## 2.5 The Relationship of Leadership to Job Satisfaction

High and low job satisfaction can be caused by the leadership of superiors. Research (Bermana & Frinaldi, 2023) shows that the higher the intensity of leadership application, the higher the level of employee job satisfaction. In research (Santoni et al., 2021) leadership determines job satisfaction, where better leadership can increase employee job satisfaction. H1: There is an influence of leadership (X1) on job satisfaction (Z)

## 2.6 The Relationship of Leadership to Organizational Commitment

Good leadership can grow and develop an organization to achieve achievements. The power and influence possessed by a leader can have a direct positive influence on commitment, therefore the usefulness of this form of leader power is often associated with increasing the effectiveness of commitment (Nurlina et al., 2022). Increasing leadership will lead to increased organizational commitment (Subagyo et al., 2019).

H2: There is an influence of leadership (X1) on Organizational Commitment (Y)

## 2.7 The Relationship of Organizational Culture to Job Satisfaction

According to (Senjaya & Anindita, 2020), an organization needs to adopt a culture that supports organizational conditions so that it can produce the desired level of job satisfaction. Therefore, leaders in an organization wishing to create a greater level of job satisfaction must provide efforts that prioritize teamwork and provide support to employees to continue to innovate so that employee satisfaction can be maintained. Several previous studies explained, according to (Senjaya & Anindita, 2020) that there is a relationship between organizational culture and job satisfaction among employees. This shows that a strong organizational culture will increase job satisfaction. The stronger the organizational culture implemented, the higher the job satisfaction felt (Nurjanah et al., 2023).

H3: There is an influence of organizational culture (X2) on job satisfaction (Z)

## 2.8 The Relationship of Organizational Culture to Organizational Commitment

Employees who view the culture in their organization as fair and respectful of their employees will have a higher level of organizational commitment (Senjaya & Anindita, 2020). Organizational culture is able to generate a sense of pride and trust and increase emotions and the desire to continue working for the organization (Mahayasa et al., 2018).

H4: There is an influence of Organizational Culture (X2) on Organizational Commitment (Y)





## 2.9 The Relationship between Job Satisfaction and Organizational Commitment

There are other factors that influence organizational commitment, namely job satisfaction, (Yulianingsih & Rahyuda, 2020) that the more satisfied employees are in the company, the more employees' organizational commitment will increase. This is in accordance with the opinion of (Mahayasa et al., 2018), namely the higher the level job satisfaction, the higher the level of organizational commitment.

H5: There is an influence of Job Satisfaction (Z) on Organizational Commitment (Y)

## 2.9 The Relationship between Leadership and Organizational Commitment as mediated by Job Satisfaction.

Leadership creates commitment from all employees and creates great trust in the leader (Sutra et al., 2019). (Senjaya & Anindita, 2020) stated that job satisfaction is considered an important tool for organizations to increase organizational commitment. As good leadership and employee job satisfaction increase, employee organizational commitment will also continue to increase.

H6: There is an influence of Leadership (X1) on Organizational Commitment (Y) which is mediated by Job Satisfaction (Z)

## 2.10 The Relationship between Organizational Culture and Organizational Commitment as mediated by Job Satisfaction

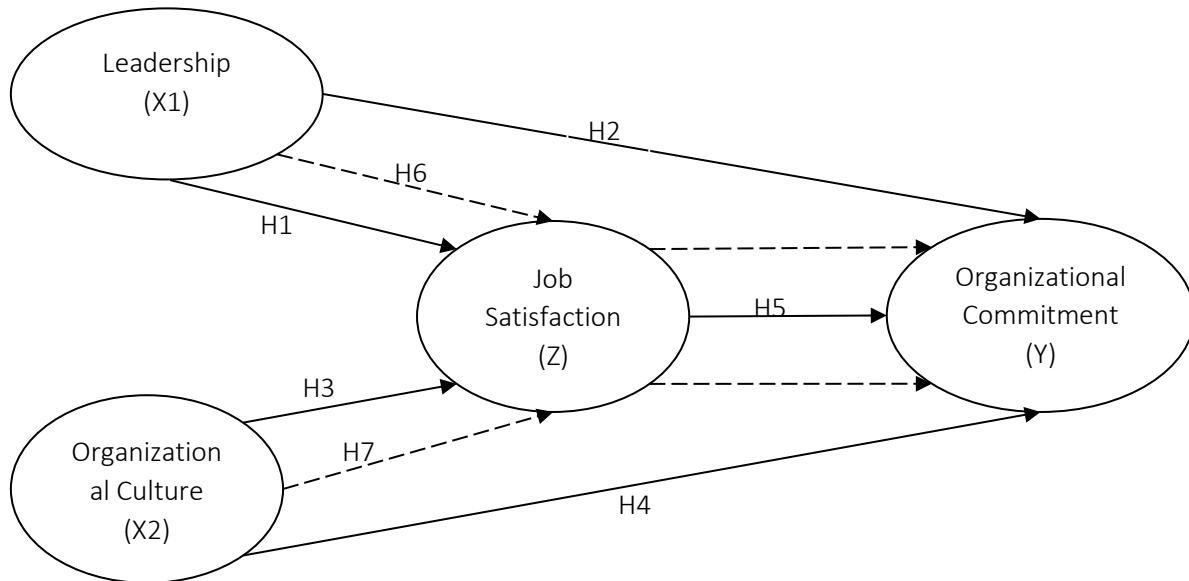
Organizational culture has the ability to shape and direct its members to carry out the attitudes and behavior expected by the organization, which directs members to develop organizational commitment to organizational values and create employee job satisfaction (Liu et al., 2022). As research conducted by (Suryani & Triyono, 2022) shows that organizations with a strong culture are better able to keep employees engaged and satisfied with their work.

H7: There is an influence of Organizational Culture (X2) on Organizational Commitment (Y) which is mediated by Job Satisfaction (Z)

Based on theoretical studies and previous research, a theoretical framework was obtained as shown in the image below







Gambar 1 framework

### 3. RESEARCH METHOD

#### 3.1. Research design

The method used in this research is a quantitative descriptive method. The descriptive method uses a certain way of collecting, processing and analyzing the data presented, and measuring it on a numerical scale or in the form of numbers with statistics. (Sugiyono, 2014)

#### 3.2. Population and sample

The population taken from this research were permanent employees of PT. Noble Power Arteria. The sample used is Cluster Area Sampling, which is a profitability sampling method where the researcher divides a large population into small groups known as clusters and then randomly selects among the clusters to become the sample. So permanent employees were taken from the production department of PT. Arteria Daya Mulia, questionnaires were distributed to 319 employees and only 187 respondents returned the questionnaire or the survey response rate was 59.6%.

#### 3.3. collection techniques and instrument development

The data collection used in this research was a questionnaire. Respondents' opinions were measured using a Likert scale with a five-point scale, namely 5 for strongly agree (SS),

4 for agree (S), 3 for neutral (N), 2 for disagree (TS), and 1 for disagree (TS). to strongly disagree (STS).

### 3.4. Data analysis technique

This research uses PLS-SEM model analysis, namely by evaluating the measurement model (outer model) and structural model (inner model). The tests carried out on the outer model are convergent validity, discriminant, and average variance extracted (AVE). Tests carried out on the inner model include R-square, F-square and hypothesis testing.

## 4. RESULT

### 4.1. Respondent characteristics

**Table 2 Characteristics of Respondents**

| Characteristics           | Frequency | Percentage |
|---------------------------|-----------|------------|
| <b>Lama bekerja</b>       |           |            |
| < 5 year                  | 74        | 39.5%      |
| 5 -9 year                 | 35        | 20.9%      |
| 10-14 year                | 11        | 5.8%       |
| 15-19 year                | 8         | 4.2%       |
| > 20 year                 | 59        | 31.5%      |
| Total                     | 187       | 100%       |
| <b>Level of education</b> |           |            |
| Elementary                | 4         | 2.1%       |
| Junior School             | 16        | 8.5%       |
| Senior School             | 145       | 77.5%      |
| D3                        | 7         | 3.7%       |
| Bachelor                  | 14        | 7.4%       |
| Postgraduate              | 1         | 0.5%       |
| Total                     | 187       | 100%       |

The results of percentage calculations from respondent data concluded that the data from the majority of respondents had a work period of <5 years (39.5%) and the lowest had a work period of 15-19 years, namely 8 respondents (4.2%). Then the second characteristic is related to education level. Where it can be concluded that the data from the majority of

respondents had a high school education level, namely 145 (77.5%) and the lowest was included in the Masters category, namely 1 respondent (0.5%)

#### 4.2. Measurement Model ( Outer Model)

In the outer model there are 2 tests, namely the convergent validity test and the discriminant test. The following are the results of the convergent validity test:

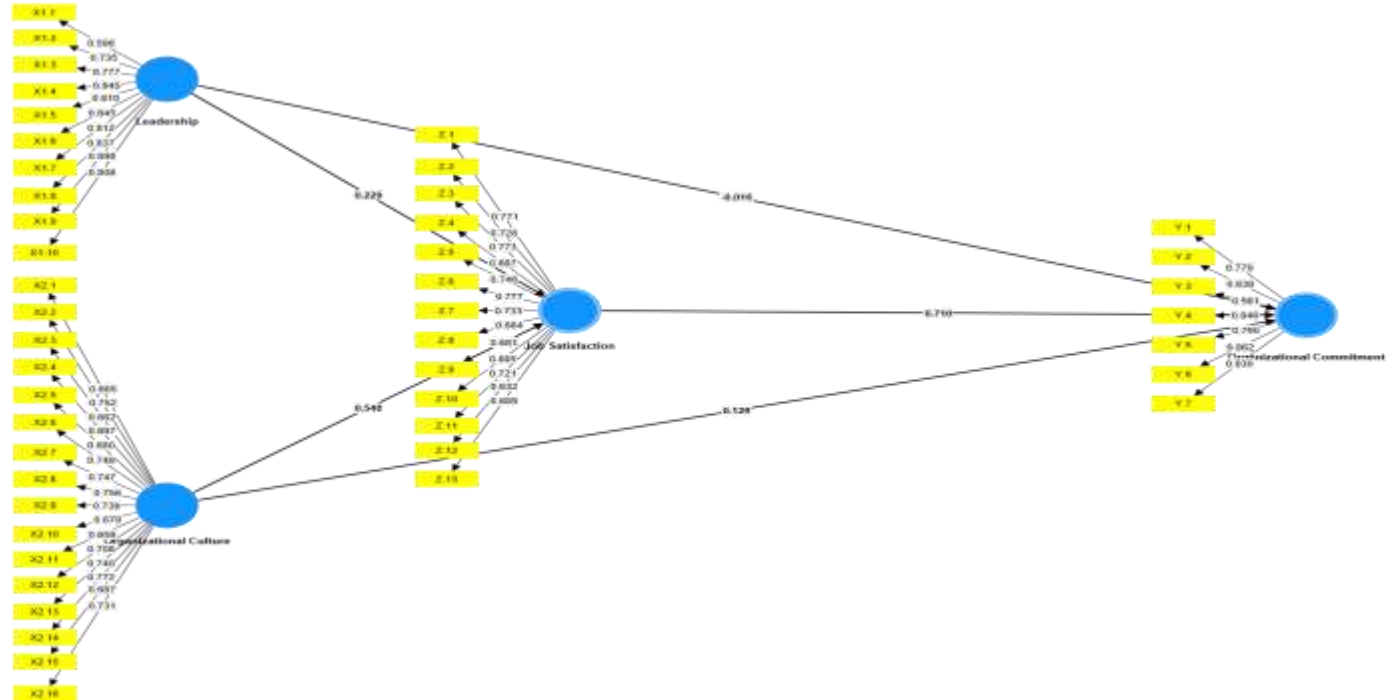


Figure 2 PLSEM model PLS-SEM model

#### 4.2.1. Convergent validity

Table 1 outer loading

|      | Factor loading |       | factor loading |     | factor loading |
|------|----------------|-------|----------------|-----|----------------|
| X1.1 | 0,596          | X2.7  | 0,747          | Z7  | 0,733          |
| X1.2 | 0,735          | X2.8  | 0,756          | Z8  | 0,684          |
| X1.3 | 0,777          | X2.9  | 0,739          | Z9  | 0,681          |
| X1.4 | 0,845          | X2.10 | 0,679          | Z10 | 0,695          |
| X1.5 | 0,810          | X2.11 | 0,659          | Z11 | 0,721          |
| X1.6 | 0,845          | X2.12 | 0,708          | Z12 | 0,632          |
| X1.7 | 0,812          | X2.13 | 0,740          | Z13 | 0,689          |

|       |       |       |       |    |       |
|-------|-------|-------|-------|----|-------|
| X1.8  | 0,837 | X2.14 | 0,772 | Y1 | 0,770 |
| X1.9  | 0,698 | X2.15 | 0,687 | Y2 | 0,638 |
| X1.10 | 0,808 | X2.16 | 0,731 | Y3 | 0,581 |
| X2.1  | 0,665 | Z1    | 0,771 | Y4 | 0,846 |
| X2.2  | 0,752 | Z2    | 0,728 | Y5 | 0,790 |
| X2.3  | 0,662 | Z3    | 0,773 | Y6 | 0,862 |
| X2.4  | 0,697 | Z4    | 0,687 | Y7 | 0,830 |
| X2.5  | 0,680 | Z5    | 0,746 |    |       |
| X2.6  | 0,749 | Z6    | 0,777 |    |       |

Based on the picture above, each indicator has a loading factor value > 0.5, so it is declared valid.

**Table 2 Average Variance Extracted**

|    | Average variance extracted (AVE) |
|----|----------------------------------|
| X1 | 0,608                            |
| X2 | 0,511                            |
| Y  | 0,587                            |
| Z  | 0,515                            |

Based on the picture above, all indicators have a loading factor > 0.5 so they are declared valid and have an AVE value greater than 0.5 so they are valid

#### 4.2.2. Discriminant validity

The discriminant test results can be seen in the following table :

**Tabel 3 Discrimination Validity Parameters**

|                           | Job satisfaction | Leadership | organizational commitment | organizational culture |
|---------------------------|------------------|------------|---------------------------|------------------------|
| job satisfaction          | 0,718            |            |                           |                        |
| Leadership                | 0,552            | 0,780      |                           |                        |
| organizational commitment | 0,789            | 0,451      | 0,766                     |                        |



|                        |       |       |       |       |
|------------------------|-------|-------|-------|-------|
| organizational culture | 0,683 | 0,589 | 0,604 | 0,715 |
|------------------------|-------|-------|-------|-------|

From the test results above, it can be seen that the root value of the AVE variable in the correlation of each variable with itself is greater than the other variables. For example, the job satisfaction variable has an AVE value of 0.838 which is greater than the highest correlation of job satisfaction with other variables.

**4.3. Stuktural Model ( Inner Model)**

**4.3.1. Coefficient of Determination (R<sup>2</sup>)**

The R-square results can be seen in the table below:

**Table 4 R-square**

|                               | R square | R Square adjusted |
|-------------------------------|----------|-------------------|
| Job Satisfaction (Z)          | 0,501    | 0,495             |
| Organizational Commitment (Y) | 0,630    | 0,624             |

Based on the above, it can be concluded that the influence of X1, other variables that are not in the research model. The influence of X1, study.

**4.3.2. Effect Size**

Effect Size or what is known as F-square is used to indicate whether the endogenous latent variable has a large influence on the exogenous variable. The following are the F-square value categories :

- a) An F-square value of 0.02 is categorized as a weak influence from exogenous latent variables at the structural level
- b) An F-square value of 0.15 is categorized as sufficient influence from the economic latent variable at the structural level.
- c) An F-square value of 0.35 is categorized as a strong influence of the economic latent variable at the structural level.



**Table 5 F<sup>2</sup>**

|                        | Job Satisfaction | Organizational Commitment | Keterangan      |
|------------------------|------------------|---------------------------|-----------------|
| Leadership             | 0,068            | 0.000                     | Weak, Weak      |
| Organizational Culture | 0,393            | 0,021                     | Strong, Moderat |
| Job Satisfaction       |                  | 0,679                     | Strong          |

From the table above it is known that the leadership variable has a weak influence on the satisfaction and organizational commitment variables. The organizational culture variable has a strong influence on satisfaction but has a moderate influence on the organizational commitment variable. The job satisfaction variable itself has a strong influence on the organizational commitment variable.

#### 4.4 Hypothesis Test

In hypothesis testing, it can be seen through t-statistic values and probability values. To test the hypothesis using statistical values, the 5% t-statistic alpha value used is 1.96. So the criteria for accepting or rejecting the hypothesis are  $H_a$  accepted and  $H_0$  rejected if the t-statistic is  $> 1.96$ . To reject or accept the hypothesis using profitability,  $H_a$  is accepted if  $P \text{ value} < 0.05$ , and  $H_a$  is rejected if  $P \text{ value} > 0.05$ .

**Table 6 total effect**

|  | Original sample (O) | Sample Mean (M) | STDEV | T statistics | P values | Ket      |
|--|---------------------|-----------------|-------|--------------|----------|----------|
| Job Satisfaction (Z) → Organizational Commitment (Y)                 | 0,710               | 0,709           | 0,082 | 8.642        | 0.000    | Accepted |
| Leadership (X1) → Job Satisfaction (Z)                               | 0,229               | 0,227           | 0,080 | 2,852        | 0,004    | Accepted |
| Leadership (X1) → Organizational Commitment (Y)                      | 0,149               | 0,069           | 0,069 | 2,112        | 0,035    | Accepted |
| Organizational Culture (X2) → Job Satisfaction (Z)                   | 0,548               | 0,552           | 0,085 | 6.459        | 0.000    | Accepted |
| Organizational Culture (X2) → Organizational Culture (Y)             | 0,518               | 0,518           | 0,089 | 5,840        | 0.000    | Accepted |
| Leadership (X1) → Job Satisfaction (Z) → Organizational Commitmen(Y) | 0,162               | 0,162           | 0,062 | 2.635        | 0,008    | Accepted |



|  |       |       |       |       |       |          |
|--|-------|-------|-------|-------|-------|----------|
| Organizational Culture (X2) → Job Satisfaction (Z) → Organizational Commitment | 0,389 | 0,390 | 0,071 | 4,476 | 0.000 | Accepted |
|--|-------|-------|-------|-------|-------|----------|

## 5. DISCUSSION

### 5.1. Leadership has a significant effect on job satisfaction

Based on the results above, it is revealed that the P value of the Leadership variable (X1) has a value of 0.004. This shows that H1 is accepted because the p-value is <0.05 so that leadership has a significant effect on job satisfaction. This is in line with research (Bermana & Frinaldi, 2023) which reveals that leadership has a positive and significant influence on job satisfaction. Likewise, research (Senjaya & Anindita, 2020) shows that there is a relationship between transformational leadership and job satisfaction. This is the same as research conducted by (Santoni et al., 2021) which shows that leadership can increase job satisfaction.

### 5.2. Leadership has a significant effect on organizational commitment

Based on the results above, it is revealed that the p value of the leadership variable (X1) has a value of 0.035. This shows that H2 is accepted because the p-value is <0.05 so that leadership has a significant effect on organizational commitment. This is in line with research conducted by (Subagyo et al., 2019) that leadership has a direct effect on organizational commitment. From the data calculated from the regression equation modeling, organizational commitment is directly influenced by leadership. Increased leadership will lead to increased commitment. Previous research conducted (Rofiqi et al., 2019) found a significant relationship between the organizational commitment of nursing staff and the correlation of transformational leadership, which shows that staff become more committed to the hospital when their managers show transformational leadership characteristics. according to (Harini, 2018) states that there is a direct positive influence of leadership on organizational commitment. This reflects that the better the principal will increase the organizational commitment of teachers.

### 5.3. Organizational culture has a significant effect on job satisfaction

Based on the results above, it can be seen that the P value of the organizational culture variable has a value of 0.000. This shows that H3 is accepted because the P value is <0.05 so that organizational culture has a significant effect on job satisfaction. According to research (Pranitasari, 2020) organizational culture has a significant positive effect on job satisfaction. This research is also in line with research conducted by (Azhari et al., 2024) stating the





significant influence of organizational culture on job satisfaction with a path coefficient of 0.346 and a p-value of 0.000 and a t statistic of  $4.832 > 1.96$ . Every change in organizational culture will increase employee satisfaction. According to research (Jigjiddorj et al., 2021) that organizational culture has a positive impact on organizational job satisfaction. Meanwhile, according to research (Ramadhi et al., 2023) there is an influence of organizational culture on job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.329 with a t-statistic value greater than 1.96 or ( $3.623 > t\text{-table } 1.96$ ) with a p-value smaller than alpha ( $0.002 < 0.05$ ).

#### **5.4. Organizational culture has a significant effect on organizational commitment**

Based on the results above, it is revealed that the P value of the organizational culture variable is 0.000. This shows that H4 is accepted because the P-value is  $< 0.05$ . In line with research conducted by (Suryani & Triyono, 2022) it is known that the influence of organizational culture on commitment has a statistical value of 4.025 and a P value of 0.000, so it can be concluded that organizational culture has a significant effect on organizational commitment. Similarly, research conducted by (Athar, 2020) shows that of the five organizational culture variables at PT Panca Putri, the three are piety, toughness and responsibility which have a positive and significant effect on organizational commitment. Therefore, it can be said that the level of piety, toughness and a great sense of responsibility determines an employee's commitment to his work. Meanwhile, according to (Anizar et al., 2018) the influence of organizational culture on organizational commitment is 0.331 or 33.1%. This can be seen from the lack of maximum togetherness, openness and professionalism that have been formulated together. Likewise, research (Budiono, 2024) shows that organizational culture has a significant influence on organizational commitment. Organizations that promote a culture that emphasizes fairness and respect for employees tend to have higher levels of organizational commitment.

#### **5.5. Job satisfaction has a significant effect on organizational commitment**

Based on the results above, it can be seen that the P value of the organizational culture variable is 0.000. This shows that H5 is accepted because the P-value is  $< 0.05$ . This research is supported by (Senjaya & Anindita, 2020) that there is a relationship between job satisfaction and organizational commitment. This shows that high job satisfaction can increase organizational commitment. In line with research (Sukiman et al., 2018) states that job satisfaction has a positive and insignificant effect on organizational commitment. In this case, the level of job satisfaction felt by the members is high or low, but they still have high commitment. In research (Yulianingsih & Rahyuda, 2020) it is stated that job satisfaction has







a positive and significant influence on organizational commitment, in other words, if job satisfaction increases, organizational commitment to employees of KutaBex Beach Front Hotel, Bali will increase.

#### **5.6. Leadership has a significant effect on organizational commitment through job satisfaction**

Based on the results above, it can be seen that the P value of the organizational culture variable is 0.000. This shows that H6 is accepted because the P-value is  $<0.05$ . This is reinforced in research (Yulianingsih & Rahyuda, 2020) that leadership has a direct and indirect influence through job satisfaction on organizational commitment. Meanwhile, research (Silitonga et al., 2020) shows that transformational leadership has a positive and significant effect on organizational commitment which is mediated by job satisfaction. This is proven by the t-statistic value ( $OJ > OC$ ) of 3.231 which is greater than 1.96. This is also proven by the p-value of 0.001 which is smaller than 0.05. However, this is inversely proportional to research (Kapur et al., 2023) which is based on the t-statistic value of 0.734  $< T$ -table 1.962 and the P-value is  $0.463 < 0.05$ . Which shows that there is no indirect influence between transformational leadership and organizational commitment through job satisfaction as a mediating variable.

#### **5.7. Organizational culture has a significant effect on organizational commitment through job satisfaction**

Based on the results above, it can be seen that the P value of the organizational culture variable is 0.000. This shows that H5 is accepted because the P-value is  $<0.05$ . This is in line with research (Suryani & Triyono, 2022) that there is an influence of organizational culture on organizational commitment mediated by job satisfaction, which seen from the t-statistic is 2,226 or more than 1.96. Meanwhile, the p-value is 0.026 or less than 0.05. In research (Nurjanah et al., 2023) it is stated that job satisfaction does not function effectively as an intervening variable in the influence of organizational culture on organizational commitment. According to research (Shahriari et al., 2022) that the indirect influence of green organizational culture on organizational commitment (through job satisfaction) is stronger than its direct influence on organizational commitment.

### **6. CONCLUSION**

Based on the results of data analysis, hypothesis testing and discussion presented in the previous chapter, several things can be concluded as follows: (1) Leadership has a positive effect on job satisfaction, thus the first hypothesis is accepted and proven correct;





(2) Leadership has a positive effect on organizational commitment, so that the second hypothesis is accepted and proven correct; (3) Organizational culture has a significant positive effect on job satisfaction, thus the third hypothesis is accepted and proven correct; (4) Organizational culture has a significant positive effect on organizational commitment, besides that the four hypotheses were accepted and proven correct; (5) Job satisfaction has a significant positive effect on organizational commitment, so the fifth hypothesis is accepted and proven correct; (6) Job satisfaction mediates the influence of leadership on organizational commitment, thus the sixth hypothesis is accepted and proven correct; (7) Job satisfaction mediates the influence of organizational culture on organizational commitment, so the seventh hypothesis is accepted and proven correct.

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