



The Effect of Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style on Job Satisfaction

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ABSTRACT

The purpose of this studies to analyze organizational commitment, organizational culture, work environment to job satisfaction of employee of PT. BintanBersatu Apparel Batam partially and simultaneously. This research is quantitative from primary sources collected through questionnaires. The data technique of collection is Cluster Sampling. The data analysis used is the testing instrument carried out through testing validity and reliability, while the analysis of data technique used is descriptive analysis method and quantitative analysis using multiple linear regression analysis techniques. The results showed that the partial variable organizational commitment was not significant for employee job satisfaction. Organizational culture variables are significant effect to job satisfaction. Work environment variable significant influence to job satisfaction. The variable leadership style is not significant effect to job satisfaction. Simultaneous test results of organizational commitment, organizational culture, work environment and leadership style variables are significantly effect to job satisfaction of PT. BintanBersatu Apparel Batam.

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1. Introduction

Today's business development is growing rapidly and very dynamically, every organization strives to compete as well as possible to be at the forefront by implementing various business strategies that are supported by an effective management system.

Organizations are no longer seen as closed systems but organizations are open systems that must be able to respond and accommodate various external changes quickly and efficiently. Every organization tries to achieve its goals by using all of its human resources, so the goal of every human resource in the organization must be well maintained. In addition, human resources in the organization are expected to possess the competencies, abilities and skills needed to carry out their duties.

This organization also requires human resources who have achievement motivation and a hard work ethic and no less important is having a strong commitment to the organization. Thus, it is expected that organizational human resources can make their best contribution to the organization (Wibowo, 2016).

It is understood together that the success of managing an organization is largely determined by the succeed in managing the commitment of human resources. So that not infrequently, people appointed to occupy certain positions must be those who have high commitment or loyalty to the organization (Busro, 2018). However, the above does not seem to be seen as a whole because, the employee turnover rate that occurs is still quite high.

Every organization must have a culture that between one organization and another has its own unique side. Culture represents agreed moral values and is made a guideline by each member of the organization to behave. Culture determines a company's personality as a whole and has a strong influence on the behavior of its members (Sari and Witjaksono, 2013).

Organizational culture is the identity of an organization and at the same time is a deterrent against inappropriate external cultural influences (Mulyadi, 2015). The implementation of the organizational culture is not fully effective, because violations of company regulations still occur frequently. The formation and application of culture as expected by the organization will be difficult to create if there are frequent changes of leaders, not to mention new leaders who have their own views on culture in the previous organization and come from different cultural backgrounds from the location where the organization operates.

Human resource management is very important for companies in managing and utilizing employees so that they can function productively to achieve company goals (Mangkunegara, 2016).

Every company generally has all kinds of ways to improve their employees' job satisfaction even though the method varies depending on the actual function of each company. This is done in an effort to improve employee satisfaction which is expected to have an impact on company productivity (Ardana and Putra, 2016).

When a person feels satisfaction in working, of course he will try as much as possible with all the abilities he has to complete his work assignments. Thus, productivity and work results of employees will increase optimally. Companies need employees who are able to work better and faster, to get this job satisfaction of employees must be maintained and cared for (Ardana and Putra, 2016).

The overall pattern of leader actions is defined as leadership style. The leadership style represents the skills and attitudes of a leader.

Work environment is a place where an employee does the work that has been given. The work environment is expected of course that can provide comfort for employees when carrying out work activities (Fitri&Nasution, 2016).

But this is still not fully felt by employees of PT. BintanBersatu Apparel because the work environment is still quite hot, the tight supervision carried out by superiors (leaders and supervisors) makes workers feel uncomfortable, the workload is quite high due to urgent work time to meet customer demand also creates inconvenience for employees in carrying out work.



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Organizational commitment, organizational culture, work environment and leadership style are also found at PT. BintanBersatu Apparel Batam, these four things are an inseparable component in an organization which can ultimately affect employee job satisfaction which will have an effect on the company's performance such as frequent changes in employees and leaders in the organization.

The researcher identified the existence of problems related to job satisfaction for employees working at PT BintanBersatu Apparel. With a total of 556 workers and production capacity that must reach the target of 350,000 pieces of apparel each month, job satisfaction is an inseparable part for the realization of organizational goals.

As researchers know, PT. BintanBersatuBatam is one of the companies engaged in the garment sector, especially the production of apparel in the city of Batam. At present, PT. BintanBersatu Apparel Batam is a strategic partner company for well-known brands such as Adidas and Puma. High quality standards are highly expected by customers because the products produced are export commodities for foreign markets, so the demand for competent human resources, high commitment to achieving organizational goals is an absolute requirement for the survival of the organization and customer trust.

Based on the background above, it is realized that there are gaps and need to be examined. Therefore, researchers are conducting research with the title "The Effect of Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style on Employee Satisfaction at PT. Bintan Bersatu Apparel Batam".

2. Literature Review

2.1 Job Satisfactions

According to Sutrisno (2017), there are various meanings or limits about job satisfaction. First, an understanding that views job satisfaction as a complex emotional reaction. Second is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. Job satisfaction turned out to be a very popular topic among industrial and management psychologists. This is evident in the last 30 years that these experts conducted researches on job satisfaction of employees working in large industries.

There are 5 indicators that are used to measure job satisfaction of employees of PT. BintanBersatu Apparel Batam; salary, the job itself, work colleagues, job promotion and supervision.

2.2 Organizational Commitment

According to Wibowo (2016) stated that commitment is a feeling of identification, involvement and loyalty expressed by workers towards the company. Organizational commitment is a measure of the desire of workers to remain in the company in the future. Commitment relates strongly and is tied to the organization at the emotional level. It often reflects workers' beliefs in the company's mission and objectives, wishes to develop business in settlement and intention to continue working there. Commitments are usually stronger among long-term workers, those who have personal success experiences in organizations and those who work with work groups that have commitments.

There are 3 indicators of organizational commitment of employees of PT. BintanBersatu Apparel Batam; affective commitment, continuance commitment, normative commitment.

2.3 Organizational Culture

Culture is one of the terminologies that are used in anthropology. Etymologically (origin of words), organizational culture consists of two words, culture and organization. Complete culture can be valued, concepts, habits, and feelings taken from the basic assumptions of an organization which are then internalized by leaders to its members (Busro, 2018).

According to Mulyadi (2015) Organizational culture is also theories that explain goals and procedures to achieve goals. There are 7 indicators of organizational culture at PT. BintanBersatu Apparel Batam; Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability.

2.3 Work Environment

According to (Sunyoto, 2015), the work environment is an important component when employee carry out work activities, by paying attention to a good work environment, it will have an influence on the passion or enthusiasm of employees in working, whereas (Anoraga, 2014) said that work environment is a situation that is very influential on all parties both to workers, leaders or to the results of their work. Zainal et al (2015) say that the work environment is the whole facilities and infrastructure around the employees who are doing the work themselves, this work environment includes: workplace, work facilities, cleanliness, lighting, calmness and relationships between people at that place. There are 7 indicators used to measure the work environment at PT. BintanBersatu Apparel Batam: Spatial planning, lighting facilities, temperature, air exchange, cleanliness, security, noise.

2.4 Leadership Styles

Leadership is a very important factor and how one leads so that it can bring work groups to maximum success. Leadership style is a way of leaders to influence subordinates (Mulyadi, 2015). Leadership is defined as implementing authorities and decision makers, there also interpreted as a shared problem (Sunyoto, 2013). According to (Kartono, 2015) states that the main characteristics of the leader and his leadership must be appropriate and can be accepted by the group also concerned, and suitable or in accordance with the situation and era.

According to Mulyadi (2015) states that without leadership, an organization is a collection of people and irregular machines. There are 5 indicators used to measure leadership style at PT. BintanBersatu Apparel Batam: Nature, Habits, Temperament, Character, Personality

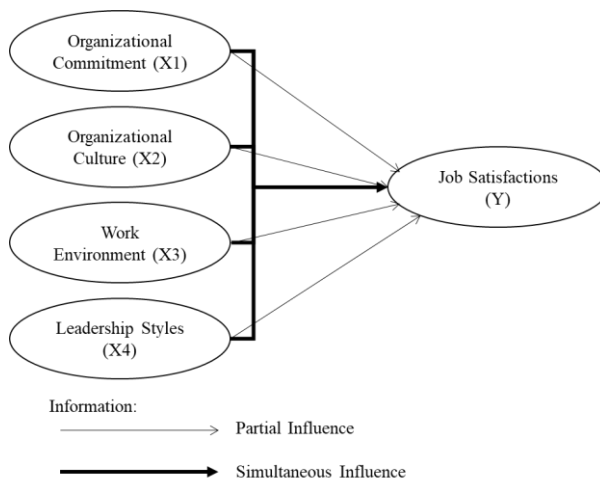


Fig. 1. Conceptual Framework

- H1: There is an influence of organizational commitment to job satisfaction.
- H2: There is an influence of organizational culture to job satisfaction.
- H3: There is an influence of work environment to job satisfaction.
- H4: There is an influence of leadership styles to job satisfaction.
- H5: There are influences of organizational commitment, organizational culture, work environment, and leadership styles to job satisfaction.

3. Methodology

Population and Samples. The population in this study were 566 permanent non-management employees at PT BintanBersatu Apparel who served in office, pre-production, sewing, packing parts. Sample research for a population of 566 people and a trust level of 10% is 121 people. Data collection in this study conduct through a questionnaire, namely data collection techniques carried out by providing a set of questions or written statements to the respondent to answer (Sugiyono, 2017). The interval scale used to measure data is a summated rating from Likert, where Likert uses five alternative answers with the following criteria: 1 = Strongly Disagree; 2 = Disagree; 3 = Doubtful; 4 = Agree; 5 = Strongly Agree.

Data analysis technique. Descriptive Statistical Analysis Test. Descriptiv statistical is used to provide an overview or description of the variables in this study, namely organizational commitment, organizational culture, work environment, leadership style and employee job satisfaction.

Validity tests are often used to measure the accuracy of an item in a questionnaire or scale, whether the items in the questionnaire are right in measuring what you want to measureright of use or not.

In determining whether or not an item is to be use, a significance test of the correlation coefficient is usually at a significance level of 0.05. This means that an item is considered valid if it has a significant correlation to the total score of the item. If an item has a value of achieving a correlation coefficient of at least 0.30 it is considered to have a sufficiently distinctive power or is considered valid (Priyatno, 2013).

Data Reliability Test. Reliability means reliable or reliable, based on this opinion it can be concluded that it is said to be reliable if it gives a fixed or steady result even though it is done by anyone and at any time (Priyatno, 2013).

Measurement of reliability is done by one shot or measurement once with the SPSS Cronbach Alpha (α) statistical test, variable is said to be reliable if it gives the value of Cronbach Alpha ≥ 0.6 or $r_{count} > r_{table}$ (Supriyanto and Maharani, 2013).

3.1 Results

Simultaneously. The results of the F test show that significant values of four (4) independent variables are organizational commitment variable (X1), organizational culture (X2), work environment (X3) and leadership style (X4) of $0,000 < \alpha 0,05$ and F count 36,763. These results show that organizational commitment (X1), organizational culture (X2), work environment (X3) and leadership style (X4) simultaneously have a significant effect on job satisfaction. It can be concluded there is a significant influence between the independent variables on job satisfaction of employees at PT. BintanBersatu Apparel Batam.

Partially. Results of the above reseach, the hypothesis proposed in this study can be given the following conclusions.
 H1: Organizational commitment has influence on job satisfaction of employees of PT. Bintan Bersatu Apparel Batam, was declared rejected. This is evidenced by the significance value of $-0.138 < 0.05$ (alpha value).
 H2: Organizational culture has influence on job satisfaction of employees of PT. Bintan Bersatu Apparel Batam, declared acceptable. This is evidenced by the significance value of $0.220 > 0.05$ (alpha value).
 H3: Work Environment has influence on job satisfaction of employees of PT. Bintan Bersatu Apparel Batam, declared acceptable. This is evidenced by the significance value of $0.412 > 0.05$ (alpha value).
 H4: Leadership Style has influence on job satisfaction of employees of PT. BintanBersatu Apparel Batam, was declared rejected. This is evidenced by the significance value of $-0.41 < 0.05$ (alpha value).



Table 1.
t Test Result

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. error	Beta		
Constant)	.837	1.900		.441	.660
Komitmen Organisasional	-.138	0.37	-.382	-3.746	.000
1 Budaya Organisasi	.220	0.37	-.569	59.13	.000
Lingkungan	.412	0.60	.507	6.844	.000
Gaya Kepemimpinan	-.041	0.59	-.046	-.703	.483

a. Dependent Variable: Kepuasan kerja karyawan

Table 2
F Test Result

Model	Sum of Squared	df	Mean Square	F	Sig.
1 Regression	131.348	4	32.837	36.763	.000 ^b
Residual	105.399	118	.893		
Total	236.748	122			

a. Dependent Variable: Kepuasan kerja

b. Predictors: (Constant), Komitment organisasional, Budaya Organisasi, Lingkungan kerja, Gaya Kepemimpinan

Table 3
Adjusted R² Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.540	.945

a. Predictors (Constant), Komitment organisasional, Budaya organisasi, Lingkungan kerja, Gaya Kepemimpinan

b. Dependent Variable: Kepuasan kerja

3.2 Discussion

A. Effect of Organizational Commitment towards Employee Job Satisfaction

Based on the calculation, it can be proved that through the results of SPSS data processing, the t value calculated for the Organizational Commitment variable (X1) is -3,746 with a significance level of 0,000. The significance level is smaller than the predetermined level of significance, which is equal to 0.05. Thus, Organizational Commitment has no influence on Employee Satisfaction at PT. BintanBersatu Apparel Batam. The results are not in line with the research of Ardana and Putra (2016).

B. Effect of Organizational Culture towards on Employee Job Satisfaction

Based on calculation it can be proven that through the results of SPSS data processing the t value is calculated for the Organizational Culture variable (X2) of 5,913 with a significance level of 0,000. The significance level is smaller than the predetermined level of significance, which is equal to 0.05. Thus Organizational Culture has a influence on Employee Satisfaction at PT. Bintan Bersatu Apparel Batam. The results are in line with Wahyuni's research, et al. (2016),Harlen and Louisiana (2015), Nirmalasari (2014), Sari and Witjaksono's (2013),Rahma and Suhandana (2013),Ritawati (2013).

C. Effect of Work Environment on Employee Job Satisfaction

Based on the calculation, it can be proven that through the results of SPSS data processing, the calculated t value for the Work Environment variable (X3) is 6,844 with a significance level of 0,000. The significance level is smaller than the predetermined level of significance, which is equal to 0.05. Thus the Work Environment has influence on Employee Satisfaction at PT. Bintan Bersatu Apparel Batam. The results of this study are in line with the research of Fitri and Nasution (2016).

D. Effect of Leadership Styles on Employee Job Satisfaction

Based on calculation it can be proven that through the results of SPSS data processing, the calculated t value for the Leadership Style (X4) variable is -0.703 with a significance level of 0.483. The level of significance is greater than the predetermined level of significance, which is equal to 0.05. Thus the Leadership Style has no influence on Employee Satisfaction at PT. Bintan Bersatu Apparel Batam.

The results are in line with the research of Fitri and Nasution (2016) but not in line with Suprpta's research, et al (2015),Harlen and Louisiana (2015), Muttaqien's (2014), Satyawati and Suartana (2014), Ismail and Rahmawati (2014), Ekawati and Wardono (2014).

E. Effect of Organizational Commitment, Organization Culture, Work Environment and Leadership Style towards Employee Job Satisfaction.

The results of the F test show that significant values of four (4) independent variables are organizational commitment variable (X1), organizational culture (X2), work environment (X3) and leadership style (X4) of 0,000 α 0,05 and F count 36,763 . These results show that organizational commitment (X1), organizational culture (X2), work environment (X3) and leadership style (X4) simultaneously have a significant effect on job satisfaction.



4. Conclusion and Suggestion

A. Conclusion

Based on the results of the research, it can be concluded that: (1) Variable Organizational Commitment does not have an influence on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam. (2) Organizational Culture Variables have an influence on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam. (3) Work Environment have an influence on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam. (4) Variable Leadership Style has no influence on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam. (5) Variables of Organizational Commitment, Organizational Culture, Work Environment and Leadership Style simultaneously have a significant effect on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam.

B. Suggestion

Base on the results of the analysis above, some suggestions or recommendations that can be given to the company or for future research are as follows; (1) Organizational commitment must still be owned by each employee even though it is proven that it has no influence on job satisfaction of employees of PT. Bintang Bersatu Apparel Batam. This helps the company in maintaining the stability of the company's operations. (2) The implementation of an effective and sustainable organizational culture is proven by it and this needs to be maintained and improved. (3) A conducive work environment at PT. Bintang Bersatu Apparel needs to be maintained and improved so as to create a comfortable atmosphere in working for all employees and a high sense of belonging to the company. (4) The application of the best leadership style is one that can adjust to the needs and company. Professional management system support should the leadership be directed to democratic leadership so that employees feel valued because they are involved in joint decision making but also continue to pay attention to the authority limits of each party leader and subordinates. The leader must also continue to learn and practice to improve his ability to become a role model that will later have a positive impact on increasing better productivity so that employees can be accepted and followed without feeling forced. (5) To improve employee job satisfaction the company should continue to routinely monitor the factors that might reduce employee job satisfaction and immediately improve so that employee job satisfaction remains stable. (6) Add other independent variables besides organizational commitment, organizational culture, work environment and leadership style. Further research is needed to find out other factors that can affect employee job satisfaction. (7) Use more variables and wider population scope of the population in this study. The sample used should also be more than this study, thus further research can further provide a more specific picture of the influence of organizational commitment, organizational culture, work environment and leadership style on employee job satisfaction.

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