# The Influence of Leadership and Organizational Culture on Job Satisfaction and Organizational Commitment at the Village Community Empowerment Service in Bouven Digoel Regency

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**Abstract.** This study focuses on the organizational commitment of employees to have an important and strategic role in supporting the survival and development of the institution, where the authors are interested in conducting empirical research on the influence of leadership, organizational culture, and job satisfaction on the organizational commitment of employees of the Village Community Empowerment Service. " conducted using a quantitative approach to the process of the Village Community Empowerment Service. The population in this study were all employees of the Village Community Empowerment Service, namely 123 people. With a sample method of 100 people. The results showed that the variables of leadership, organizational culture, job satisfaction and organizational commitment respectively already have a loading value (original sample) a factor above 0,5 and categorized as very good (valid) for further hypothesis testing.

Keywords: Leadership, Organizational Culture, Job Satisfaction, Organizational Commitment

## PRELIMINARY

One of the employee behaviors that can be affected by these organizational changes is employee organizational commitment. Organizational commitment is a psychological condition that characterizes the relationship between employees and their organizations. This organizational commitment can determine the continuity of the employee's relationship with the organization (Rashid, 2003). This implies that organizational commitment has a strategic role in determining the survival of the institution.

Conceptually, there are many factors that can affect the organizational commitment of employees, both personality factors that come from the employees themselves, as well as environmental and organizational factors where the employee works. As shown by the results of empirical research conducted by Zhu (2004), Chen et al. (2004), Avolio et al. (2004), Rowden (2002); where employee organizational commitment is influenced by employee perceptions of leadership applied in the organization. Apart from leadership, employees' perceptions of organizational culture can also affect employee organizational commitment; this is as shown by the results of research by Silverthorne (2004), McMurray et al. (2004) and Rashid et al. (2003) where employees' perceptions of organizational culture have a significant effect on employee organizational commitment. Apart from leadership and organizational culture; Job satisfaction can also affect employee organizational commitment (Okpara, 2004; Lok, 2001; Babacus, 1996).

Considering that the organizational commitment of employees has an important and strategic role in supporting the survival and development of the institution, the authors are interested in conducting empirical research with the title: "The Influence of Leadership, Organizational Culture, and Job Satisfaction on the Organizational Commitment of the Village Community Empowerment Service Employees".

## LITERATURE REVIEW

### Previous Research

Rashid et al. (2003) conducted a study that aims to determine the effect of organizational culture on organizational commitment. The research was conducted on institutions listed on the Kuala Lumpur Stock Exchange, with 202 employees as respondents. The analytical tools used in this study are correlation and regression. The results of this study indicate empirically that organizational culture has a significant effect on organizational commitment. The results of research conducted by Rashid et al. (2003) is in accordance with or in line with the results of research conducted by Cohen (2000) and Geiger (1998), in which organizational culture has a positive and significant effect on employee organizational commitment.

Silverthorne (2004) conducted a study on the relationship between organizational culture on organizational commitment and job satisfaction. The research was conducted at 3 steel institutions in Taiwan which have different organizational cultures. 120 samples were selected randomly from each institution. The analytical tool used in this research is product moment correlation. The results of this study indicate that organizational culture has a positive and significant relationship with organizational commitment, but it is also proven that organizational culture has a positive and significant relationship with employee job satisfaction.

### A. Definition Organizational Commitment

Organizational commitment is a psychological condition that characterizes the relationship between employees and their organizations. This organizational commitment can determine the continuity of the employee's relationship with the organization (Rashid, 2003). According to Meyer and Allen (1991) organizational commitment is a construct that includes needs, desires and obligations which are implemented in three components, namely affective, continuance and normative (Clugston, 2000).

### Leadership Style

Style is strength, ability, strength, variety of attitudes (ways of doing movement and behavior. From these words it can be interpreted that style is the variety of ways and strengths of a person in influencing someone else. Maybe because of the hopelessness in identifying leadership, management theorists have tried to describe it. in various styles. Leadership is a complex process / complex. According to Fisher, a leader is a medium or people who process something to act to do something based on the information obtained.

### Organizational culture

Organizational culture is basically a concept that refers to a system of shared meanings shared by all members of the organization, which differentiates it from other organizations (Robbins, 2003). Cushway and Lodge (Nawawi, 2003) define organizational culture as a belief and values that are the main philosophy adopted by organizational members in carrying out organizational activities. Meanwhile, Kreitner and Kinicki (2001) define organizational culture as a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks about, and reacts to its various environments.

## RESEARCH METHODS

### Approach and Type of Research

The research was conducted using a quantitative approach to the process of the Village Community Empowerment Service, especially at the lowest level of operational decision makers, namely leaders at the elite level. All data were collected through an interview process with all actors involved in the decision-making process for each workforce planning. After that, the validity of existing data will be proven by the justification of the triangulation method.

### Research sites

This research will be conducted at the Village Community Empowerment Service, Boven Digoel Regency, Papua from October to December 2019.

### Population and Sample

The population in this study were all employees of the Boven Digoel Papua District Community Empowerment Service. The total number of employees of the Village Community Empowerment Service which is considered the population size is 123 people.

The sampling criteria used in determining the sample of this study are: (1) permanent employees, (2) have been a permanent employee for at least 2 years, and (3) do not have certain structural positions. The sample size in this study was determined according to the data analysis requirements to be used. According to Hair et al. (2006) for structural model analysis, a suggested sample size of 100-200. In this study, the authors used the standards of Hair et al. (2006), so that the authors set a sample size of 100 people.

### Data collection technique

In accordance with the type of data, this study uses interview data collection methods, questionnaires and observations. These three data collection methods are characteristic of quantitative research.

### Data analysis technique

The method of testing the hypothesis in this study uses path analysis. The path analysis will be carried out using the AMOS 4.1 program. Before the model or the results of the analysis are used to test the hypothesis, the goodness of fit is first carried out. The path diagram above the structural equation is $Y = PYX1 + PYX2 + PYX3 + e1$.

## RESEARCH RESULT

### Description of Research Results

The results of the study consisted of a description of the research object, validity test, reliability test, description of respondent responses, and hypothesis testing and determinant coefficient.

The construct validity test shows how well the results obtained from the use of a measurement are in accordance with the theories used to define a construct, namely by looking at the correlation between the construct and the question items and the relationship with other variables, so that variable testing is used by looking at the outer loading value. . The path diagram on top of the structural equation is: $Y = PYX1 + PYX2 + PYX3 + e1$

The validity test in SmartPLS is assessed based on the loading factor indicators that measure the construct, the rule of thumb used for the initial research is the maximum factor if the value is ≥ 0.30 (level of minimum), for loading factor ± 0.40 is better and> 0 , 50 is considered very good. Or the range of statistical values is twice as large as the standard error values. The higher the loading factor value, the more important the role of loading is in interpreting the factor matrix. The results of the validity test on respondents' responses can be seen in the following table.

**Table 4.1 Validity Test**

| | Sampel Asli (O) | Rata-rata Sam... | Standar Devias... | T Statistik (\| O/... | P Values |
|---|---|---|---|---|---|
| X1.1 <- KEPEMIMPINAN | 0.980 | 0.980 | 0.007 | 132.803 | 0.000 |
| X1.2 <- KEPEMIMPINAN | 0.982 | 0.983 | 0.003 | 340.284 | 0.000 |
| X1.3 <- KEPEMIMPINAN | 0.983 | 0.983 | 0.005 | 212.985 | 0.000 |
| X1.4 <- KEPEMIMPINAN | 0.982 | 0.982 | 0.003 | 299.051 | 0.000 |
| X1.5 <- KEPEMIMPINAN | 0.947 | 0.947 | 0.010 | 99.288 | 0.000 |
| X2.1 <- BUDAYA ORGANISASI | 0.902 | 0.901 | 0.018 | 49.547 | 0.000 |
| X2.7 <- BUDAYA ORGANISASI | 0.894 | 0.894 | 0.024 | 37.179 | 0.000 |
| Y1.1 <- KEPUASAN KERJA | 0.867 | 0.868 | 0.028 | 30.642 | 0.000 |
| Y1.2 <- KEPUASAN KERJA | 0.927 | 0.928 | 0.015 | 61.890 | 0.000 |
| Y1.3 <- KEPUASAN KERJA | 0.907 | 0.906 | 0.026 | 35.436 | 0.000 |
| Y2.1 <- KOMITMEN ORGANIS... | 0.882 | 0.884 | 0.016 | 55.746 | 0.000 |
| Y2.2 <- KOMITMEN ORGANIS... | 0.825 | 0.819 | 0.062 | 13.383 | 0.000 |
| Y2.3 <- KOMITMEN ORGANIS... | 0.893 | 0.888 | 0.042 | 21.158 | 0.000 |

Source: Outer Loading Smart PLS (2020)

The table above shows that the variables of leadership, organizational culture, job satisfaction and organizational commitment each have a loading value (original sample) of factors above 0.5 and are categorized as very good (valid) for further hypothesis testing.

The reliability test in the Smart Partial Least Square is used to measure the accuracy, consistency and precision of a measuring instrument in measuring. The reliability test is measured by composite reliability. The results of the variable reliability test in this study can be seen in the following table.

**Table 4.2 Reliability Test**

| | Cronbach's Alpha | Reliabilitas Komposit |
|---|---|---|
| BUDAYA ORGANISASI | 0.967 | 0.973 |
| KEPEMIMPINAN | 0.987 | 0.990 |
| KEPUASAN KERJA | 0.884 | 0.928 |
| KOMITMEN ORGANISASI | 0.848 | 0.903 |

Source: Smart PLS (2020)

Based on the table above, it can be seen that each Cronbach alpha research variable consisting of leadership of 0.987, organizational culture of 0.967, job satisfaction of 0.884

and organizational commitment of 0.848. All variables have a Cronbach's alpha value greater than 0.7 so that the construct in this study is declared reliable or valid.

## DISCUSSION

Based on the results of statistical tests for leadership variables, it is concluded that leadership partially has a positive and significant influence on job satisfaction.This shows that if the leadership is getting better, it will increase job satisfaction. The results of the study also showed the respondents' responses about leadership to job satisfaction which showed a high / good average response of respondents although there were still those who showed doubts and disagreement with the current job satisfaction felt towards leadership. Based on the results of interviews and observations with employees who were met, the leadership in the village community empowerment agency, Boven Diogel Regency, was good enough, but too stiff and authoritative so that employees did not work freely so that it had an impact on job satisfaction.

The results of this study are supported with Kuswadi's opinion in Made Suprapta, et al (2015) that leaders must always be able to feel what employees need so that employees will feel satisfied. This opinion was confirmed by Suhendi and Anggara (2010: 269) in Made Suprapta, et al (2015) which stated that the role of leaders can affect morale and job satisfaction, security, quality of work life, and organizational performance levels.

These results are also supported by research in Made Suprapta, et al (2015) entitled The Influence of Leadership on Job Satisfaction and Employee Performance (Study at Wake Bali Art Market Kuta-Bali) The results of the analysis show that leadership has a positive and significant effect on employee job satisfaction.

### The influence of organizational culture on job satisfaction

The results showed that the organizational culture variable had a positive and significant effect on employee job satisfaction. Based on these results, it shows that if the organizational culture is getting better it will increase employee job satisfaction. The results showed the respondents' responses about organizational commitment and employee job satisfaction which showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with job satisfaction that is currently being felt in organizational culture. Based on the results of interviews with employees who were met, it was said that the organizational culture in the village community empowerment agency, Boven Diogel district, felt that it was not good enough so that there needed to be improvements so that it had an impact on job satisfaction.

### The influence of leadership on organizational commitment

Based on the results of statistical tests for leadership variables on organizational commitment, it is concluded that leadership partially has a significant effect on organizational commitment. Based on these results, it shows that if the leadership is getting better, it will increase organizational commitment. The results showed that respondents' responses about leadership and organizational commitment showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the current perceived organizational commitment to leadership.

### The influence of organizational culture on organizational commitment

Based on the results of statistical tests for the variable organizational culture on organizational commitment, it can be concluded that organizational culture partially does not

have a significant effect on organizational commitment. Based on these results, it shows that if the organizational culture is getting better, it will not increase organizational commitment. The results showed that the respondents' responses about organizational culture and organizational commitment showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with the organizational commitment that is currently being felt towards organizational culture.

These results are also supported by research Yiing and Ahmad (2009) entitled The Moderating Effects of Organizational Culture on the Relationships between Leadership Behavior and Organizational Commitment and between Organizational Commitment and Job Satisfaction, and Performance

**Effect of job satisfaction on organizational commitment.**

Based on the results of statistical tests for variables Job satisfaction on organizational commitment concluded that job satisfaction partially has a significant effect on work organizational commitment. Based on these results, it shows that if job satisfaction is getting better, it will increase organizational commitment. The results showed that respondents' responses about job satisfaction to organizational commitment showed a high / good average response of respondents even though there were still those who showed doubts, disagreed and strongly disagreed with the organizational commitment that is currently being felt on job satisfaction.

**The influence of leadership on job satisfaction and organizational commitment.**

The results of the study show that the leadership variable has a positive and significant effect on the organizational commitment variable if it is mediated by job satisfaction.
Based on these results, show if The better the leadership, the better the organizational commitment if it is mediated by job satisfaction. The results showed that the respondents' responses about leadership, job satisfaction and organizational commitment showed a high / good average response of respondents, although there were still those who showed a doubtful response.

**The influence of organizational culture on job satisfaction and organizational commitment.**

The results showed that the organizational culture variable had a positive and significant effect on the organizational commitment variable if it was mediated by job satisfaction.

Based on these results, show if The better the organizational culture, the better the organizational commitment if it is mediated by job satisfaction. The results of the study showed that the respondents' responses about organizational culture, job satisfaction and organizational commitment showed a high / good average response of respondents although there were still those who showed doubts, disagreed and strongly disagreed with job satisfaction and organizational commitment currently being felt towards organizational culture.

This research is in line with the theory put forward by Robbins (2006) who suggests several important factors that bring more job satisfaction, the first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is how employees work conditions, both in terms of personal comfort and convenience. to do work, these things are closely related to the rules and standards set by the company, while these rules and standards are formed from the organizational culture within the company itself and its organizational commitment to employees.
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## CONCLUSION

Results Based on the results of this study, the following conclusions can be drawn:

The leadership variable partially has a positive and significant effect on job satisfaction at the Village Community Empowerment Service, Boven Digoel district, which means that the better the leadership the better the employee job satisfaction.

The organizational culture variable partially has a positive and significant effect on job satisfaction at the Village Community Empowerment Service, Boven Digoel Regency, which means that the better the organizational culture in the Boven Digoel District Village Community Empowerment Service will increase employee job satisfaction.

The leadership variable partially has a positive and significant effect on organizational commitment at the Village Community Empowerment Service in Boven Digoel district, which means that the better the leadership, the better the organizational commitment.

The organizational culture variable partially does not have a significant effect on organizational commitment at the Village Community Empowerment Service in Boven Digoel Regency, which means that the better the organizational culture in the Boven Digoel District Village Community Empowerment Service will not increase work organizational commitment.

Job satisfaction variables have a positive and significant effect on organizational commitment at the Boven Digoel District Transportation Office, which means that the better the job satisfaction of employees at the Boven Digoel District Village Community Empowerment Service, will increase organizational commitment.

The leadership variable has a positive and significant effect on organizational commitment at the Village Community Empowerment Service in Boven Digoel district if it is mediated by job satisfaction, which means that the better leadership in the Village Community Empowerment Service, Boven Digoel district, will increase organizational commitment if mediated by job satisfaction.

Organizational culture variables have a positive and significant effect on organizational commitment at the Village Community Empowerment Service in Boven Digoel district, if mediated by job satisfaction, which means that the better the organizational culture in the Village Community Empowerment Service, Boven Digoel district, will increase the organizational commitment to work if it is mediated by job satisfaction. .

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