

## Organizational Culture and Leadership Style as Predictors of Organizational Commitment: The Mediating Role of Job Satisfaction

Hastho Joko Nur Utomo<sup>1</sup>, Eny Endah Pujiastuti<sup>2</sup>,  
Luthfia Andriani Puspita Effendy<sup>3</sup>, Cahyo Adi Jati Nugroho<sup>4</sup>

<sup>1234</sup>*Department of Business Administration, Faculty of Social and Political Science,  
Universitas Pembangunan Nasional "Veteran" Yogyakarta, Indonesia*

**ABSTRACT :** This study aims to examine the influence of organizational culture and leadership style on organizational commitment, with job satisfaction as a mediating variable. The study was conducted at PT. Anindya Mitra Internasional, a regionally-owned enterprise in Yogyakarta that faces managerial challenges such as ineffective leadership and high turnover rates. This study uses a quantitative approach with an explanatory research method. The entire population of 42 employees was sampled using total sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 3.0. The results indicate that organizational culture and leadership style have a positive and significant influence on both job satisfaction and organizational commitment. Additionally, job satisfaction significantly influences organizational commitment and mediates the relationship between organizational culture and leadership style toward organizational commitment. These findings contribute theoretically and practically to strengthening the role of organizational culture and effective leadership in enhancing employee loyalty. The novelty of this study lies in testing the indirect influence between variables within the context of a local public organization.

**KEYWORDS** - *organizational culture, leadership style, job satisfaction, organizational commitment*

### I. INTRODUCTION

The era of the Fourth Industrial Revolution has brought significant changes in technology, globalization, and competition, thereby requiring more adaptive and strategic human resource management (Lewaherilla et al., 2021; Suparyadi, 2015). Organizational excellence is no longer determined solely by technology but also by the effectiveness of human resource management as the primary asset in planning, implementing, and controlling objectives (Mangkunegara, 2017; Hasibuan, 2012). Therefore, organizations need to create a supportive work environment and responsive leadership (Hanafi & Rifani, 2022; Mukmin & Prasetyo, 2021). The quality of social relationships at work also influences job satisfaction (Robbins & Judge, 2015), while a McKinsey study (2022) shows an increase in voluntary resignations post-pandemic due to the need for greater flexibility and meaning in work.

Job satisfaction and organizational commitment are important aspects of organizational behavior (Luthans, 2015). Organizational commitment, which is the desire of employees to remain in the organization (Colquitt et al., 2017), plays a role in preventing negative behaviors such as absenteeism and turnover (Prasetyo et al., 2020).

The relationship between organizational culture, leadership style, job satisfaction, and organizational commitment has been empirically proven (Laila et al., 2022; Hanafi & Rifani, 2022; Mwesigwa et al., 2020; Santoso, 2014; Akbar et al., 2016). However, contradictory findings in some studies (Hidayat et al., 2018; Pally & Septyarini, 2022; Luly, 2016; Dewi, 2017; Linda et al., 2021) indicate the need for further research.

This study presents novelty by examining the indirect influence of organizational culture and leadership style on organizational commitment through job satisfaction, which has been rarely studied. The research object is PT. Anindya Mitra Internasional, a regional-owned enterprise in Yogyakarta, which faces managerial challenges such as ineffective leadership and high turnover rates (Radar Jogja, 2022). Internal data shows a 37.4% decrease in the number of employees over three years (2022-2024) and high rates of tardiness, indicating low organizational commitment. Therefore, this study focuses on testing the influence of organizational culture and leadership style on organizational commitment with job satisfaction as a mediating variable. The objectives of this study are as follows:



1. To determine the influence of organizational culture on job satisfaction
2. To determine the influence of leadership style on job satisfaction
3. To determine the influence of organizational culture on organizational commitment
4. To determine the influence of leadership style on organizational commitment
5. To determine the influence of job satisfaction on organizational commitment
6. To determine the influence of organizational culture on organizational commitment through job satisfaction
7. To determine the influence of leadership style on organizational commitment through job satisfaction

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to Colquitt et al. (2017), organizational culture is the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees. The indicators in this study are adapted from the research by Kharishma et al. (2019): innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

Leadership style, according to Luthans (2015), is the way leaders or managers influence their followers or employees. The indicators in this study are adapted from Yunita's (2021) research: motivational ability, decision-making ability, communication ability, employee control ability, responsibility, and emotional control ability.

Job satisfaction, according to Colquitt et al. (2017), is a pleasant emotional state resulting from an individual's evaluation of their work or work experience. The indicators in this study are adapted from Kharishma et al.'s (2019) research: the job itself, salary, promotion, supervision, and coworkers.

Organizational commitment, according to Colquitt et al. (2017), is defined as an employee's desire to remain a member of the organization. The indicators in this study were adapted from the research by Kharishma et al. (2019): affective commitment, continuance commitment, and normative commitment.

### 2.1. Influence of Organizational Culture on Job Satisfaction

Based on organizational behavior theory (Colquitt et al., 2017), organizational culture influences job satisfaction. This is confirmed by Kreitner and Kinicki (2014), who state that organizational culture can affect employee job satisfaction. When employees are able to align their personal values with the company culture and their colleagues, they feel more comfortable and satisfied in their work (Suparyadi, 2015). This relationship is also supported by empirical findings from Sari et al. (2021), Ariyawan et al. (2018), and Tumbelaka et al. (2016). H1: Organizational culture has a significant effect on job satisfaction.

### 2.2. Influence of Leadership Style on Job Satisfaction

Based on organizational behavior theory (Colquitt et al., 2017), leadership style influences job satisfaction. Suparyadi (2015) states that leadership style is one of the determining factors of job satisfaction. Leaders who are friendly, trustworthy, value ideas, and pay attention to employees' feelings tend to increase job satisfaction (Robbins and Judge, 2015). This relationship is supported by research findings from Oyewobi (2022), Nanjundeswaraswamy (2021), Sari et al. (2021), Ariyawan et al. (2018), Santoso (2014), and Mwesigwa et al. (2020).

H2: Leadership style has a significant effect on job satisfaction

### 2.3. Influence of Organizational Culture on Organizational Commitment

The organizational behavior theory proposed by Colquitt et al. (2017) states that organizational culture has a significant influence on organizational commitment through person-organization fit, which refers to the extent to which an individual's values and personality align with the organizational culture. This influence has been proven through research by Laila et al. (2022), Hanafi et al. (2022), Tumbelaka et al. (2016), Kharishma et al. (2019), and Windrawati et al. (2020).

H3: Organizational culture significantly influences organizational commitment.

### 2.4. The Influence of Leadership Style on Organizational Commitment

According to Colquitt et al. (2017), leadership style influences organizational commitment. The right leadership style can improve employee comfort and performance (Suparyadi, 2015:459), which ultimately encourages their satisfaction and loyalty to the organization. This relationship has been proven in studies by Santoso (2014), Mwesigwa et al. (2020), Oyewobi (2022), and Nanjundeswaraswamy (2021).

H4: Leadership style has a significant effect on organizational commitment.

### 2.5. The Influence of Job Satisfaction on Organizational Commitment

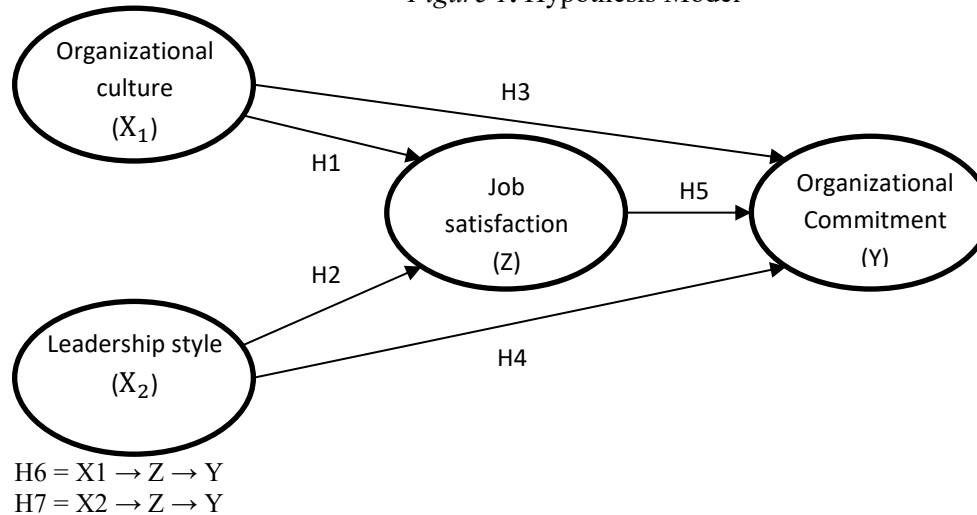
According to Colquitt et al. (2017), job satisfaction influences organizational commitment. Satisfied employees tend to remain loyal to the organization even when faced with minor dissatisfactions (Moorhead and Griffin, 2013), and they have a strong desire to contribute and are unlikely to move to another organization even



if offered better terms (Suparyadi, 2015). Kreitner and Kinicki (2014) also emphasize the significant relationship between job satisfaction and organizational commitment. This relationship is supported by research findings from Puspitawati and Riana (2014), Akbar et al. (2016), Windrawati et al. (2020), Tumbelaka et al. (2016), Kharishma et al. (2019), Oyewobi (2022), Nanjundeswaraswamy (2021), Santoso (2014), and Mwesigwa et al. (2020).

H5: Job satisfaction significantly influences commitment.

Figure 1. Hypothesis Model



### III. RESEARCH METHOD

This study employs an explanatory research design. The population comprises all 42 employees of PT Anindya Mitra Internasional. A non-probability sampling approach was applied, specifically using the total sampling technique, in which the entire population is included in the sample (Sugiyono, 2019). Data were collected through a structured questionnaire, with responses measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to analysis, the research instrument was tested for validity and reliability to ensure measurement accuracy. Inferential statistical analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS 3.0 software. Hypotheses were tested through a bootstrapping procedure.

### IV. RESULT AND DISCUSSION

Table 1. Respondent Profile

Description	Number	Percentage
<b>Age</b>		
22-28	10	23,81 %
29-34	12	28,57 %
35-40	7	16,67 %
41-46	3	7,14 %
47-52	6	14,29 %
53-58	4	9,52 %
<b>Gender</b>		
male	23	54,76%
female	19	45,24%
<b>Level of Education</b>		
High school	20	47,62%
Diploma	3	7,14%
Bachelor	19	45,24%
<b>Employment Period</b>		
5-10 years	15	35,71%
1 - 5 years	14	33,33%
> 10 years	11	26,19%
< 1 years	2	4,76%
<b>Total</b>	<b>42</b>	<b>100%</b>

Source: Processed primary data, 2024



### Inferential Statistical Analysis

The results of the hypothesis testing are presented in Table 2 below:

**Table 2 . Results of hypothesis**

Ha		Original Sample	T Statistics	P Values	Ket
H1	Organizational Culture → Job Satisfaction	0,560	4,098	0,000	supported
H2	Leadership Style → Job Satisfaction	0,393	2,891	0,006	supported
H3	Organizational Culture → Organizational Commitment	0,315	2,837	0,022	supported
H4	Leadership Style → Organizational Commitment	0,360	1,984	0,001	supported
H5	Job Satisfaction → Organizational Commitment	0,309	5,952	0,009	supported
H6	Organizational Culture → Job Satisfaction → Organizational Commitment	0,173	2,046	0,041	supported
H7	Leadership Style → Job Satisfaction → Organizational Commitment	0,122	2,053	0,041	supported

Source: Processed primary data, 2024

#### 4.1. Influence of Organizational Culture on Job Satisfaction

The results of hypothesis testing show that organizational culture has a positive and significant effect on job satisfaction. Organizational culture encompasses shared values and beliefs that shape employee attitudes and behavior (Colquitt et al., 2017), and the alignment of personal values with organizational values increases job satisfaction. This finding aligns with the research of Sari et al. (2021) and Ariyawan (2018), which shows that job satisfaction is influenced by the organizational culture created in the workplace. Factors such as opportunities to use skills, work feedback, and comfortable working conditions also determine satisfaction, all of which are closely related to organizational culture (Sari et al., 2021). A positive organizational culture establishes norms and standards of work that foster feelings of comfort and commitment, thereby increasing employee job satisfaction.

#### 4.2 Influence of Leadership Style on Job Satisfaction

The results of hypothesis testing show that leadership style has a positive and significant effect on job satisfaction. Leaders who encourage employee participation in decision-making and give meaning and variety to work will increase intrinsic job satisfaction (Colquitt et al., 2017:449, 465). This finding is consistent with Mwesiwa (2019), who states that freedom, career support, incentives, and comfortable working conditions provided by leaders increase job satisfaction. Nanjundeswaraswamy (2021) and Oyewobi (2022) also emphasize the importance of creating a comfortable work environment through appropriate leadership styles. Leadership is seen as a process of influencing employees to achieve results, and attention and stimulation from leaders can increase job satisfaction (Mwesiwa, 2019).

#### 4.3. Influence of Organizational Culture on Organizational Commitment

The results of the hypothesis testing indicate that organizational culture has a positive and significant effect on organizational commitment. Organizational culture influences commitment by creating alignment between employees' values and personalities and the organizational culture, which fosters emotional attachment to the company (Colquitt et al., 2017). This alignment has a strong influence on organizational commitment. These findings are consistent with Kharisma et al. (2019) and Windrawati et al. (2020), who state that a strong organizational culture can increase employees' sense of belonging and commitment to the organization and work group. Organizational culture shapes shared experiences and behavior patterns that make employees feel comfortable, which ultimately strengthens organizational commitment (Kharisma et al., 2019).

#### 4.4. Influence of Leadership Style on Organizational Commitment

The results of hypothesis testing show that leadership style has a positive and significant effect on organizational commitment. Effective leadership styles increase employee engagement and reduce the desire to leave the organization (Colquitt et al., 2017). A leader's ability to adapt their leadership style plays a crucial role in shaping employee commitment. This finding aligns with Santoso (2014), who emphasizes that leadership is a strategic key to organizational sustainability. Mwesiwa et al. (2020) also state that leadership styles that are appropriate and accepted by employees can enhance organizational commitment, especially when leaders value, inspire, and meet the behavioral and attitudinal needs of employees in achieving organizational goals. Employees who feel valued and comfortable with leadership styles tend to show higher commitment to the organization.



#### 4.5 Influence of Job Satisfaction on Organizational Commitment

The results of the hypothesis testing indicate that job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction is a positive emotional state that motivates employees to work better and stay longer in the company (Colquitt et al., 2017). This finding supports the research by Puspitawati and Riana (2014) and Akbar et al. (2016), who stated that high job satisfaction increases organizational commitment. Satisfied employees tend to be more committed, and conversely, dissatisfaction can reduce commitment. Organizations that are able to create job satisfaction through adequate benefits and facilities will encourage employee loyalty and performance in accordance with established standards (Akbar et al., 2016).

#### 4.6. Influence of Organizational Culture on Organizational Commitment Through Job Satisfaction

The results of hypothesis testing show that job satisfaction positively and significantly mediates the relationship between organizational culture and organizational commitment. This means that the influence of Organizational Culture on Organizational Commitment becomes more optimal when mediated by Job Satisfaction. This finding is novel because it has not been extensively studied in previous research. The alignment of employees' values and personalities with organizational culture fosters job satisfaction, which in turn creates comfort and emotional bonds with the company, thereby enhancing employees' organizational commitment.

#### 4.7. Influence of Leadership Style on Organizational Commitment Through Job Satisfaction

The results of hypothesis testing show that job satisfaction positively and significantly mediates the relationship between organizational culture and organizational commitment. This means that the influence of Organizational Culture on Organizational Commitment will be more optimal if it is achieved through increased Job Satisfaction. This finding introduces an element of novelty, as this mediating relationship has not been extensively studied in previous research. Alignment between employees' values and personalities with the company's organizational culture fosters job satisfaction, which in turn creates comfort and emotional bonds with the company, thereby strengthening organizational commitment.

#### Theoretical Contribution

1. The results of this study support or confirm the results of studies conducted by a). Kharisma et al., (2019); Windrawati et al., (2020) to be applied to the relationship between Organizational Culture and Job Satisfaction, b). Nanjundeswaraswamy (2021); Mwesigwa (2019) in the context of the relationship between Leadership Style and Job Satisfaction, c). Kharisma et al. (2019); Windrawati et al. (2020) in the context of the relationship between Organizational Culture and Organizational Commitment, d). Santoso (2014); Oyewobi (2022) to be applied to the relationship between Leadership Style and Organizational Commitment, e). Puspitawati and Riana (2014); Akbar et al., (2016) to be applied to the relationship between Job Satisfaction and Organizational Commitment.
2. Research results showing the significance of the influence between variables are a). Organizational Culture has a positive and significant influence on Job Satisfaction, b). Leadership Style has a positive and significant influence on Job Satisfaction, c). Organizational Culture has a positive and significant influence on Organizational Commitment, d Leadership Style has a positive and significant influence on Organizational Commitment, e). Job Satisfaction has a positive and significant influence on Organizational Commitment.
3. The research results show the significance of indirect influence between variables, such as: a). Organizational Culture influences Organizational Commitment through Job Satisfaction, b). Leadership Style influences Organizational Commitment through Job Satisfaction.
4. The results of this study also address the research gap identified by Hidayat et al. (2018), who found that organizational culture does not have a significant effect on job satisfaction, and Pally and Septyarini (2022), who found that leadership style has a negative and insignificant effect on job satisfaction. Luly (2016) identified that organizational culture does not significantly influence organizational commitment, Dewi (2017) identified that leadership style has a negative and insignificant influence on employee commitment, and Linda et al. (2021) showed that job satisfaction has a negative and insignificant relationship with organizational commitment.
5. The research conducted has novelty, namely the indirect influence between Organizational Culture significantly affecting Organizational Commitment through Job Satisfaction and Leadership Style significantly affecting Organizational Commitment through Job Satisfaction.

#### Practical Contributions

1. Organizational culture is something that every employee must pay attention to. Organizational culture is created through direct and indirect actions taken by the company's founders. The culture present in a company shapes employees' behavior patterns while working and being part of the organization. Employees who feel a sense of alignment with the culture at their workplace will experience higher job satisfaction, which ultimately fosters a commitment to remain part of the company where they work.



2. Leadership style is an equally important aspect. A leadership style that aligns with employees' preferences can evoke positive feelings in them. Employees who feel positive about their work and the company they work for are more likely to be satisfied. This satisfaction ultimately leads to employees' commitment to remain with the company.
3. Employees will be committed to the organization if they feel that their expectations and desires for the company are being met. If the company is able to meet the expectations and desires of its employees, then employees will feel satisfied in their work. The job satisfaction that has been created will make employees feel connected to the company, which will ultimately make employees committed to remaining part of the company.

## V. CONCLUSION

1. Organizational culture has a positive and significant effect on job satisfaction. The results of this study indicate that the more an employee's values and personality align with the organizational culture within the company, the higher their job satisfaction at PT. Anindya Mitra Internasional.
2. Leadership style has a positive and significant impact on job satisfaction. The results of this study indicate that leadership style can encourage employees to feel confident in performing their work and provide comfort in the workplace, thereby increasing job satisfaction among employees of PT. Anindya Mitra Internasional.
3. Organizational culture has a positive and significant effect on organizational commitment. The results of this study indicate that employees whose personalities align with the organizational culture will develop a sense of belonging, thereby increasing the organizational commitment of employees at PT. Anindya Mitra Internasional.
4. Leadership style has a positive and significant effect on organizational commitment. The results of this study indicate that the appropriate leadership style applied by leaders generates a positive response from employees because employees feel respected and valued, thereby increasing the organizational commitment of employees at PT. Anindya Mitra Internasional.
5. Job satisfaction has a positive and significant impact on organizational commitment. The results of this study indicate that employees who are satisfied with their work experience positive emotions while working, enabling them to perform their duties effectively and choose to remain with the company for a longer period. The job satisfaction felt by employees will contribute to an increase in organizational commitment at PT. Anindya Mitra Internasional.
6. Organizational culture has a positive and significant impact on organizational commitment through job satisfaction. The results of this study indicate that employee values and personalities that align with the company's organizational culture create a sense of satisfaction among employees. Employees who feel satisfied in their work will feel comfortable and have an emotional connection with the company, thereby increasing the organizational commitment of employees at PT. Anindya Mitra Internasional.
7. Leadership style has a positive and significant effect on organizational commitment through job satisfaction. The results of this study indicate that a leadership style that matches the character of employees creates positive feelings in employees, making them satisfied with their work. This job satisfaction makes employees feel comfortable staying in the company, which will have an impact on increasing the organizational commitment of employees at PT. Anindya Mitra Internasional.

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