Job Satisfaction as A Mediation Variable on the Effect of Organizational Culture and Leadership Style to Organizational Commitment

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ABSTRACT

This study explains about the effect of organizational culture and leadership style on organizational commitment, where job satisfaction is used as a mediation variable on Foundation for the Development of Children with Disabilities (YPAC) Semarang. The method used in this study is case study on employees of the Foundation for the Develement of Children with Disabilities (YPAC) Semarang. Questionnaires were administered to 100 employees as the respondents. Data analysis techniques used are the analysis of PLS (Partial Least Square) using SmartPLS 3.0. The results showed, it is known that organizational culture variables have a significant positive effect on job satisfaction, leadership style variables have a significant positive effect on job satisfaction, organizational culture has a significant positive effect on organizational commitment, leadership style has a significant positive effect on organizational commitment, job satisfaction has a positive significant effect on organizational commitment and the results also showed that job satisfaction can mediate the influence of organizational culture on organizational commitment and job satisfaction can mediate the influence of leadership style on organizational commitment

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

1. Introduction

Foundation is a legal entity consisting of assets that are separated and intended to achieve certain goals in the social, religious and humanitarian fields, which has no members. On this basis, the aims and objectives of the foundation must be in accordance with the law, namely to achieve certain goals in the social, religious and humanitarian fields, and the aims and objectives must be included in the articles of association of the foundation. Thus, foundations cannot be established for purposes other than social, religious and humanitarian purposes.

Foundations in Indonesia in various fields, one of which is foundations in the social sector, recorded at the Ministry of Social Affairs there are 448 foundations or institutions for people with disabilities.

One of them is the Foundation for the Development of Children with Disabilities (YPAC), which is a social organization that provides integrated rehabilitation services for children with disabilities and special needs.

Currently YPAC already has 16 branches in Indonesia, one of which is in the city of Semarang. YPAC Semarang is a foundation that fosters physically and mentally disabled children, the Rehabilitation Center of Semarang Disability Children Management Foundation. YPAC Semarang is a non-profit foundation, according to (Setyawati, 2011) states that: "A non-profit organization is a social organization founded by individuals or groups of people who voluntarily provide services to the general public without the aim of profiting from their activities.

The role of human resources in the success of a company / organization cannot be ignored. According to (Sedarmayanti, 2017). Human Resource Management is an approach in managing human problems based on three principles: Human Resources are the most valuable and important asset owned by an organization because the success of an organization is largely determined by the human element. YPAC needs an action to survive and develop by managing and managing its resources effectively. The success of the foundation cannot be separated from the improvement of its human resources. Good and quality human resources must always be managed properly in order to achieve the expected performance.

Because he has such a big responsibility while working at the Foundation for the Development of Disabled Children (YPAC) Semarang, a high organizational commitment is needed. YPAC (Foundation for Children with Disabilities) requires human resources who have a high commitment to work. This is because YPAC is different from companies or organizations that operate with a profit orientation. It takes human resources who are willing to serve children with special needs, so that in carrying out their work they can feel satisfaction with what they have done. Organizational commitment can be influenced by several factors.

2. Literature Review

There are several factors that can affect organizational commitment including, organizational culture and leadership style. (Siahainenia, 2019) in their research found that culture and leadership can significantly influence organizational commitment. In the research of (A.D. Windarwati, 2016), (Suwandana, 2020) State that organizational culture and leadership style have a positive and significant effect on organizational commitment.

Another factor that influences organizational commitment in an organization or foundation is leadership style. The role of leadership as one of the success of the vision and mission of an organization (Bagis, 2020). Hasibuan (2016) states that: "Leadership style is the way a leader influences the behavior of subordinates that aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals." Liana (2020), A.D. Windarwati, et al (2016), Kustiani, et al. (2021) and Dinata, et al. (2018) Stating that Leadership Style has a positive influence on Organizational Commitment. While Purnama, et al (2019), Bagis, et al (2020), Dewi (2017) and Heripratomo (2017) state that Leadership Style does not have a significant influence on organizational commitment.

The results of research by Darmawan and Putri, (2017), Liana (2020) and Hanifah (2017) state that leadership style affects organizational commitment through job satisfaction as an intervening

variable. Tarjono (2019) and Wibawa & Putra, (2018) State that organizational culture has a positive effect on organizational commitment through mediating job satisfaction.

The purpose of this study was to determine the effect of organizational culture and leadership style on organizational commitment, where job satisfaction is used as a mediation variable on Foundation for the Development of Children with Disabilities (YPAC) Semarang, with the following hypothesis:

H1:   Organizational Culture has a positive significant effect on Job Satisfaction.
H2:   Leadership Style has a positive significant effect on Job Satisfaction.
H3:   Organizational Culture has a positive significant effect on Organizational Commitment
H4:   Leadership Style has a positive significant effect on Organizational Commitment
H5:   Job Satisfaction has a positive significant effect on Organizational Commitment
H6:   Job Satisfaction can mediate the effect correlation between Organizational Culture on Commitment Organizational
H7:   Job Satisfaction can mediate the effect correlation between Leadership Style on Commitment Organizational

3. Research Methodology

The type of research used is quantitative research. The method of data collection in this study used questionnaires distributed to 100 employees of the Development of Children with Disabilities (YPAC) Semarang and the analysis used in this study is Partial Least Square (PLS).

1. Organizational Commitment

Luthas in Sutrisno (2010: 292) states that organizational commitment is: 1. A strong desire to be a member of a group, 2. A high willingness to work for the organization, 3. A certain belief and acceptance of the values and goals of the organization. Zaltman and Dashpande in Sutrisno (2010: 292). C.O'Reilly and J.Chatman in Bagis (2018) Commitment means a lasting desire to maintain a valuable relationship. Organizational commitment is the employee's level of involvement and identification with the organization in which he or she works.

2. Organizational culture

Organizational culture is a set of values, principles, traditions and ways of working that are done together and influence behavior and actions for organizational members. Organizational culture is a tool as a system of values, norms and assumptions that have long been valid, agreed upon by members of the organization as guidelines and solutions to organizational problems. Organizational culture has an important role to play in encouraging and increasing the effectiveness of organizational performance, especially to improve employee performance in the short and long term (S & Susanto, 2018).

3. Leadership Style

Hughes et al (2012) state leadership is a complex phenomenon involving leaders, followers, and situations. Leadership is art and science, in both sides not only oriented into sophisticated leadership concepts but also want to see and learn from existing leadership practices. Hasibuan (2008) argues

that leadership is a way for a leader to influence the behavior of subordinates so that they are willing to work together and work productively to achieve organizational goals.

4. *Job satisfaction*

According to Robbins, (2008) job satisfaction can be defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. Wexley and Yukl in (As'ad, 2002) view job satisfaction as a person's feelings towards work. Work goals according to Robert Hoppeecl in (Anorogo & Widyanti, 1993) are the assessment of workers, namely how far the job as a whole satisfies their needs. Greenberg and Baron in (Wibowo, 2014) describe job satisfaction as positive or negative attitudes that individuals do to their work. Meanwhile, Vecchio in (Wibowo, 2014) states job satisfaction as a person's thoughts, feelings, and tendencies which are a person's attitude towards work. Newstrom and David in (Magdalena & Minarsih, 2009) define job satisfaction as a group of pleasant or unpleasant feelings and emotions with work.
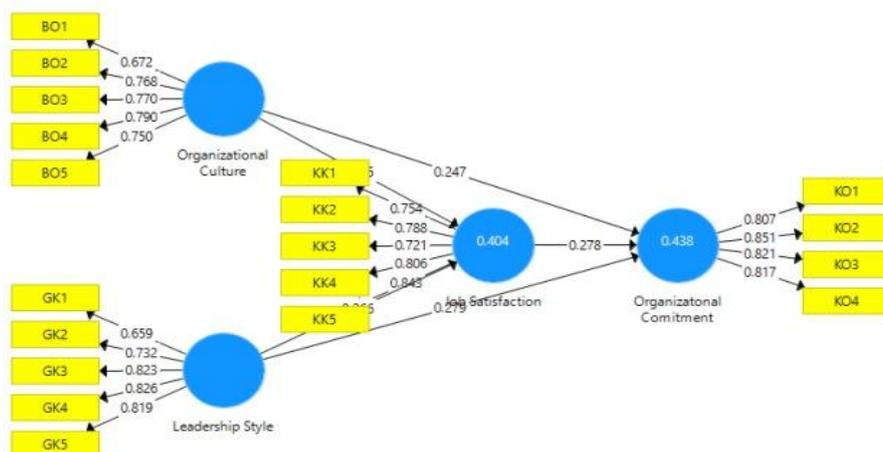
4. Results

3.1.Reliability dan Validity

Calculation of validity and reliability obtained after doing the first round. Chin in Ghozali and Latan (2015) to meet the initial stage of developing a measurement scale, convergent validity must be assessed, namely the loading factor value above 0.5-0.6. The model is declared valid and has met the convergent validity requirements if the loading factor value for all indicators is more than 0.50. The calculation results also show that all variables have met the criteria and are declared reliable because the composite reliability value of all variables is more than 0.70. The conclusion from the calculation results that all the variables studied meet the reliability and validity criteria.

2. *Structural Model Analysis*

The results of PLS version 3.0 regarding job satisfaction as a mediating variable on the influence between organizational culture, leadership style on organizational commitment show that the R2 value of 0.438 indicates that 43.8% of the variability in organizational commitment development is influenced by job satisfaction, organizational culture, and leadership style factors.

Structural model analysis is carried out by evaluating the estimation results of the coefficient parameters and the level of significance. The results of testing the significance of the path coefficients of each variable can be seen in the table below:

Table 1. Parameter coefficient and statistical values

	Sample Original (O)	Sample Mean (M)	Standar Deviasi (STDEV)	TStatistic (O/STDEV)	P Value
Organizational Culture=> Job Satsfaction	0.465	0.481	0.104	4.483	0.000
Leadership Style => Job Satisfaction	0.266	0.262	0.103	2.585	0.010
Organizational Culture => Organizational Commitment	0.247	0.256	0.118	2.095	0.037
Leadership Style => Organizational Commitment	0.279	0.280	0.118	2.356	0.019
Job Satisfaction => Organizational Commitment	0.278	0.274	0.119	2.330	0.020

Based on the table above, all relationships have positive and negative directions seen from the original sample value which shows a positive value. The original sample values indicate that the relationship can lead to positive or negative effects. The hypothesis will be accepted when the P-Value < 0.05.

The PLS shows that organizational culture has a significant positive effect on job satisfaction, and the first hypothesis which states that organizational culture has a significant positive effect on job satisfaction, is accepted. The results showed that leadership style has significant effect on job satisfaction, and the second hypothesis states that that leadership style has significant positive effect on job satisfaction, is accepted.

Based on the results of the study also shows that organizational culture has a significant effect on organizational commitment, and the third hypothesis which states that organizational culture has a significant positive effect on organizational commitment, so that the third hypothesis is accepted.

The results also showed that leadership style has significant effect on organizational commitment, so that the fourth hypothesis which stated that leadership style has a positive significant effect, accepted.

The results showed that job satisfaction did have a significant effect on organizational commitment, and the fifth hypothesis which stated that job satisfaction had a positive and significant effect on organizational commitment was accepted.

Table 2 : Specific Indirect Effect

	Sample	Sample	Standar	TStatistic	P Value

	Original (O)	Mean (M)	Deviasi (STDEV)	(O/STDEV)	
Organizational Culture => Job Satsfaction => Organizational Commitment	0.129	0.134	0.069	1.878	0.061
Leadership Style => Job Satisfaction => Organizational Commitment	0.074	0.070	0.042	1.772	0.077

Table 2 shows that the P Value > 0.05, so this shows that the relationship between organizational culture and organizational commitment cannot be mediated by the job satisfaction variable. The sixth hypothesis which states that the job satisfaction mediate the effect between organizational culture and organizational commitment, so that the sixth hypothesis was rejected.

The results of the analysis also show that the relationship between leadership style and organizational commitment cannot be mediated by the job satisfaction variable. So the seventh hypothesis which states that the job satisfaction mediate the effect between leadership style and organizational commitment, so that the sixth hypothesis was rejected.

5.   Discussion

Based on the results of the study, the acceptance of the first hypothesis that the organizational culture variable has a significant positive effect on job satisfaction, which means that the organizational culture in the Foundation for the Development of Children with Disabilities (YPAC) Semarang is good, this means that employees feel a positive organizational culture, feel match with co-workers and have a good work culture from each employee. This shows that the organizational culture that exists at the Foundation for the Development of Children with Disabilities (YPAC) Semarang can increase employee job satisfaction.

The results of the study also showed that the second hypothesis was accepted that the organizational culture variable had a significant positive effect on job satisfaction, which means that the leadership style at the Foundation for the Development of Children with Disabilities (YPAC) Semarang is good, this shows that leaders can create comfortable conditions for their employees to work so as to create productive employees who can love their work. This shows that the leadership style that exists at the Foundation for the Development of Children with Disabilities (YPAC) Semarang can increase employee job satisfaction.

From the results of the study indicate the acceptance of the third hypothesis that the organizational culture variable has a significant positive effect on organizational commitment, which means that the organizational culture in the Foundation for the Development of Children with Disabilities (YPAC) Semarang is good, this shows that employees feel the culture of the organization is good and as expected by employees. This means that the existing organizational culture at the Foundation for the Development of Children with Disabilities (YPAC) Semarang can increase employee organizational commitment.

The results it was shown that the fourth hypothesis was accepted that the leadership style variable had a significant positive effect on organizational commitment, which means that the leadership style at the Yayasan Pembinaan Anak Disabilities (YPAC) Semarang is good, this indicates that employees feel that the services provided by the leader are good. and employees feel that the leader is able to coordinate each of his subordinates well and is able to optimize the performance of each employee. This shows that the leadership style that exists at the Foundation for the Development of Children with Disabilities (YPAC) Semarang can increase employee organizational commitment.

Based on the results of the study indicate the acceptance of the fifth hypothesis that the job satisfaction variable has a significant positive effect on organizational commitment, which means that job satisfaction at the Foundation for the Development of Children with Disabilities (YPAC) Semarang is good, this indicates that employees are satisfied to work at the Pembinaan Foundation. Children with Disabilities (YPAC) Semarang. This shows that job satisfaction at the Foundation for the Development of Children with Disabilities (YPAC) Semarang can increase employee organizational commitment.

The results of the PLS analysis prove that job satisfaction cannot mediate the influence of organizational culture on organizational commitment. The results of this study are in line with the research of Tumbaleka, et al (2016) which states that there is an indirect influence between Organizational Culture on Organizational Commitment through Job Satisfaction. However, contrary to the results of research conducted by Wibawa, (2018) the results prove that organizational culture has a positive effect on organizational commitment through mediating job satisfaction.

From the results of the research above, the implication for the Foundation for the Development of Children with Disabilities (YPAC) Semarang is the need to apply organizational cultural values to maintain organizational cultural values at YPAC Semarang because it has been proven by research results that work culture can affect job satisfaction and will ultimately increase commitment. organization. In this case the Foundation for the Development of Children with Disabilities (YPAC) Semarang needs to strive for a positive organizational culture because a good organizational culture can increase employee job satisfaction and have a greater impact on employee organizational commitment.

The results of the seventh hypothesis test have proven that there is no influence of leadership style on organizational commitment through job satisfaction. The results of this study contradict the research conducted by Darmawan and Putri (2017) which states that leadership style affects organizational commitment through job satisfaction as an intervening variable. Th research (Niguse, 2018) also states that Leadership style affects organizational commitment through job satisfaction as a mediating variable. In Liana's research (2020) it is stated that the hypothesis testing carried out proves that there is a positive and significant influence between leadership style on organizational commitment through job satisfaction.

When the leadership style is not able to create a good and effective atmosphere, employees will feel less satisfied in their work so that it will impact employees to be disloyal to their jobs and tend to want to move from their jobs to other places.

From the results of the research above, the implication for the Foundation for the Development of Children with Disabilities (YPAC) Semarang is the need to maintain the leadership style that has been applied because it can affect job satisfaction and will ultimately increase organizational

commitment. In this case the Foundation for the Development of Children with Disabilities (YPAC) Semarang needs to optimize positive leadership that can provide encouragement to every employee, because a good leadership style can increase employee job satisfaction and have a greater impact on employee organizational commitment.

6. Conclusion

All hypotheses have been tested and the results show that organizational culture and leadership style have a positive and significant effect on job satisfaction. In addition, the results of the study also show that organizational culture and leadership style have a positive and significant influence on organizational commitment. This study also gives the result that job satisfaction cannot mediate the influence of organizational culture on organizational commitment. It also shows that job satisfaction cannot mediate between leadership style and organizational commitment.

The results of this study indicate that the organizational culture and leadership style at YPAC Semarang are able to make employees feel satisfied at work and employees have the desire to stay afloat to keep working in the organization. However, employees who feel the suitability of the organizational culture and the existing leadership style can not necessarily represent employee satisfaction to be able to stay in the organization. YPAC Semarang must be able to pay attention to what determines employee job satisfaction which makes employees feel more comfortable and stay in the organization.

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