

# The Effect of Leadership, Compensation, and Organizational Culture on Organizational Commitment and Job Satisfaction Employees of PT Meranti Nusa Bahari Balikpapan

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## Abstract

*The purpose of this study was to analyze the significant influence of the variables of leadership, compensation and organizational culture on organizational commitment and job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan. The population in this study were all employees of PT Meranti Nusa Bahari Balikpapan as many as 87 people and the number of samples was the same as the population of 87 people. The data collection used is by distributing questionnaires to respondents who are at PT Meranti Nusa Bahari Balikpapan. With Smart PLS software. (Partial Least Square) The results of the analysis show that leadership and compensation have a positive and significant effect on organizational commitment, organizational culture has a positive and insignificant effect on organizational commitment and job satisfaction, leadership and compensation have a positive and insignificant effect on job satisfaction, and organizational commitment has a positive and significant effect on job satisfaction.*

## Keywords

leadership; compensation; organizational culture; organizational commitment and job satisfaction



## I. Introduction

In 2020, the Industrial Human Resources Development Agency (BPSDMI) of the Ministry of Industry stated that the shipping industry or shipbuilding is an important sector and has a vital role for the national economy. It is proven that shipyards in Indonesia are currently able to increase their production by seeking to strengthen sea transportation facilities in order to realize inter-regional relations.

The province of East Kalimantan, especially the Balikpapan City area, has several trusted shipyard companies, one of which is PT Meranti Nusa Bahari. The vision of PT Meranti Nusa Bahari is to be committed to providing the best service and focus on the customer, process approach and always make continuous improvements. Its mission is determined to be the best company by developing its business to be more innovative in shipbuilding and ship repair. Through this vision and mission, PT Meranti Nusa Bahari currently employs 87 employees with different abilities and desires.

Organizational commitment and job satisfaction of employees within a company are a major concern of the company as a benchmark for assessing the quality of human resources whether or not they are good or not in carrying out their work activities. Implementation and development of strategic human resource management systems can help direct, develop, and control human resources which is less than the maximum. Organizational commitment is felt to be able to make employees stay to work in an already good company. With the achievement of job satisfaction, employees will act optimally in their work and the company will provide the best compensation. As stated (Kreitner and

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Kinicki, 2005) a higher level of commitment can be obtained by increasing job satisfaction and vice versa.

Leadership is one of the problems that often occurs, namely employees experience injustice so that they feel they are not being treated fairly and leadership that has been running does not fulfill their responsibilities with their work and employees feel less appreciated for what they have done.(Latib, Fathoni, & Minarsih, 2016)leadership is a factor that affects organizational commitment. The role of the leader in the organization is very important because it is the spearhead for goal achievement activities. The success is largely determined by the style applied in carrying out organizational development. Leaders who are fun, show a high sense of concern and motivate can raise employee morale and a comfortable work environment.(Riandi, 2021)

The best compensation provided by the company will make employees act optimally in their work, so job satisfaction is achieved. It is undeniable that this compensation will be used by employees to meet their needs, so that employees who feel their needs cannot be met will feel that the salary and benefits received from the company are not enough. In this process of course the company has made several policies of organizational commitment to employees in order to achieve employee satisfaction.(Diansyah, 2018)Organizational commitment concerns employees' pride in their work and being part of the organization so that in carrying out their duties as part of the organization. The better compensation provided by employees by the company causes an increase in employee commitment to the company which is always loyal to the organization so that in the end employee satisfaction will increase.

Organizational culture is a company's policy to regulate the common interests adopted by employees to distinguish the organization from other organizations. In the organizational culture itself, there are problems that occur, namely there are still employees who do not follow the rules made by the company so that employees feel they cannot accept cultural differences so that they want to, then that is what can cause the company's goals to be hampered.(Latib, Fathoni, & Minarsih, 2016) Organizational culture is very important and related to organizational commitment.(Permadi, Suana, 2017)Organizational culture found a direct influence on employee job satisfaction, where the company has conveyed the company culture well to each employee so that it can be applied in daily work guidelines.

## **II. Review of Literature**

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it effectively, as well as the process of facilitating individual and collective efforts to achieve a common goal. Usually success or failure in achieving organizational goals is largely determined by one's leadership style in managing existing resources. Edison, Anwar, Komariyah (2016) Leadership is an action that influences other people or their subordinates to want to work together to achieve certain goals. Feriyanto and Triana (2015) Leadership is the ability to influence other people, subordinates or groups, the ability to direct the behavior of subordinates or groups, have special abilities or expertise in the field desired by the group, to achieve organizational or group goals. Sunyoto (2013) Leadership is defined as a process of influencing the activities of individuals or groups to achieve goals in certain situations.

Sunyoto (2013) This theory can be divided into four, namely trait theory, behavioral theory, situational theory and attribution theory.

Badeni (2014) The theory put forward is grouped into three main theories, namely: a. Trait Theory, this theory focuses on the leader by separating other variables related to the leader himself. This theory assumes that leadership effectiveness is determined by the possession of certain psychological and physical traits or traits of a leader. b. Behavioral Theory, namely this theory is oriented to the way (behavior) carried out by a leader to treat his followers in an effort to influence the behavior of subordinates. c. Situational theory, which is this theory that unites and stimulates followers to achieve predetermined goals according to certain situations.

Several factors that influence leadership in Feriyanto and Triana's (2015) book are as follows: a. Problem solver b. Positive attitude c. Communication d. Be an inspiration e, Grow Motivation f, Good relations Setiawan and Muhith (2013), among others: a, Personality, past experiences and expectations of the leader, this includes values, background and experience that will influence the choice of leadership style. b. Expectations and Behavior of superiors c, Characteristics, expectations and behavior of subordinates influence on what leadership style. d, Task needs, each subordinate's task will also affect the style of the leader. e, Organizational climate and policies affect subordinates and subordinates' behavior. f, Expectations and peer behavior.

Compensation is something that employees receive in return for their work for the company. Compensation is an expense and expense for the company. Compensation is something that employees receive for the services they contribute to their work. Hasibuan (2016) Compensation is all income in the form of money, goods directly or indirectly directly received by employees in return for services rendered to the company.

Hasibuan (2016) The objectives of providing compensation (retribution) include: a. The cooperation bond with the provision of compensation establishes a formal cooperative bond between the employer and employee. b. Job satisfaction with employee remuneration will fulfill their physical, social status, and egoistic needs so as to obtain job satisfaction from their position. c. Effective procurement if the compensation program is set large enough, the procurement of qualified employees for the company will be easier. d. Motivation if the remuneration provided is large enough, managers will find it easier to motivate their subordinates. e. Stability of employees with compensation programs based on fair and proper principles and external consistency which is competitive, employee stability is more guaranteed due to low turnover. f. Discipline with the provision of a fairly large remuneration of employee discipline is getting better. g. The influence of labor unions if the compensation program is good, the influence of trade unions can be avoided and employees will concentrate on their work. h. The influence of the government if the compensation program is in accordance with applicable labor laws (such as the minimum wage limit), government intervention can be avoided. Sutrisno (2016) there are several objectives of compensation, namely: a. Appreciating work performance by providing adequate compensation is a organizational rewards for employee performance. b. Ensuring fairness with a good compensation system will ensure fairness among employees in the organization. c. Maintain employees with a good compensation system, employees will be more survival working in the organization. d. Obtaining qualified employees with a good compensation system will attract more prospective employees and will have more opportunities to choose the best employees. e. Cost control with a good compensation system will reduce the frequency of recruitment, as a result of employees leaving more often looking for more profitable jobs elsewhere. f. Complying with the regulations of a good compensation system is a demand from the government. A good company is required to have a good compensation administration system as well.

The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). Organizational culture is a pattern of shared beliefs, behaviors, assumptions, and values. Organizational culture shapes the way members of the organization behave and interact and influence the way they work. This organizational culture is important both for the organization because if the organizational culture is strong then the members in the organization consider the rules no longer as obligations that bind, but have become a necessity. Edison, Anwar, Komariyah (2016) Organizational culture is the result of a process of melting and fusion of the cultural style and or behavior of each individual that was brought before into a new norm and philosophy, which has the energy and pride of the group in dealing with certain things and goals. . Kreitner and Kinicki (2014) Organizational culture is a set of assumptions that are shared and accepted implicitly and held by one group that determine how it is felt, thought about, and reacted to diverse environments. Feriyanto and Triana (2015) Organizational culture is an organizational value system adopted by members of the organization, which then affects the way the organization works and the behavior of the members of the organization. Badeni (2014) That organizational culture refers to a system of shared meaning held by members of the organization that distinguishes the organization from other organizations.

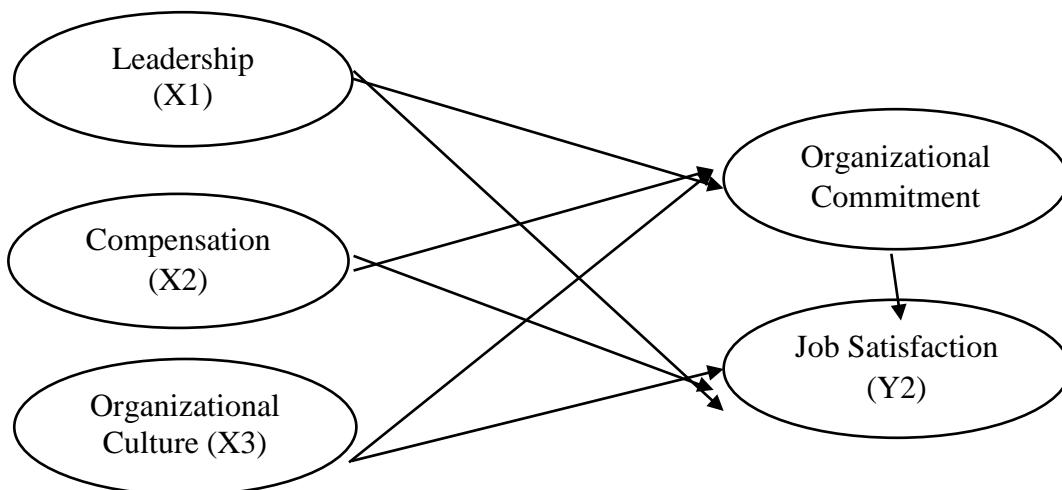
The dimensions used to distinguish organizational culture, according to Robbins and Judge (2008) there are seven primary characteristics that together capture the nature of organizational culture, namely: a, Innovation and risk taking (innovation and risk taking). encouraged to be innovative and dare to take risks. b, Attention to detail, namely the extent to which employees are expected to carry out thoroughness, analysis, and attention to details. Outcome orientation, namely the extent to which management focuses on results rather than techniques and processes used to achieve these results. d, Oriented to people (people orientation) is the extent to which management decisions consider the effect of these results on people in the organization. e, Team orientation, namely the extent to which work activities are organized in teams, not only on individuals. f, Aggressiveness, namely the extent to which people in the organization are aggressive and competitive rather than relaxed. g, Stability, namely the extent to which organizational activities emphasize maintaining the status quo in comparison with growth.

Organizational commitment is a form of determination on something that is believed from a perception, so that a good policy must be born from a commitment. Robbins and Judge (2008) Organizational commitment is defined as a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization. So, high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. Wibowo (2016) Organizational commitment is the feeling, attitude, and behavior of individuals who identify themselves as part of the organization, are involved in the process of organizational activities and are loyal to the organization in achieving organizational goals. Kreitner and Kinicki (2014) Organizational Commitment reflects the degree to which a person recognizes an organization and is committed to its goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to stay at a company. Luthans (2005) quotes taken in Edison, Anwar, Komariah (2016) defines that commitment is an attitude that reflects employee loyalty to their organization and a continuous process in which organizational participants express their concern for the organization, success, and welfare.

Job satisfaction is a reflection of a person's feelings towards his job. While in a company there must be some members or employees who are not satisfied or complain. This situation is certainly not desired by the company because it will have a negative impact on the company's performance. Dissatisfaction caused by payment problems or environmental problems and so on, will cause employees to react in various ways, among others, by lowering their performance, going on strike, or expressing their complaints openly. Robbins and Judge (2009) The term job satisfaction can be defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. Badeni (2014) Employee job satisfaction is a person's attitude towards his work which can be in the form of a positive or negative attitude, satisfied or dissatisfied. Hasibuan (2016) Job satisfaction is an emotional attitude that is pleasant and loves his job. Kreitner and Kinicki (2014) Job satisfaction is an affective or emotional response to various aspects of one's work. Sunyoto (2013) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work.

### 2.1 Conceptual Framework

In this study, based on the formulation of the problem and relevant theories and research, the conceptual framework is as follows:



*Figure 1. Conceptual Framework*

### 2.2 Research Hypothesis

Based on the background of the problem, the formulation of the problem that has been put forward as well as the conceptual framework (Research Model) on the relevant theories in this study, a hypothesis can then be proposed stating the existence of a provisional assumption to be tested, including:

1. Leadership variable (X1) has a significant effect on Organizational Commitment (Y1) employees of PT Meranti Nusa Bahari Balikpapan.
2. Compensation variable (X2) has a significant effect on Organizational Commitment (Y1) employees of PT Meranti Nusa Bahari Balikpapan.
3. Organizational Culture Variable (X3) has a significant influence on Organizational Commitment (Y1) employees of PT Meranti Nusa Bahari Balikpapan.
4. Leadership variable (X1) has a significant effect on job satisfaction (Y2) employees of PT Meranti Nusa Bahari Balikpapan.
5. Compensation variable (X2) has a significant effect on Job Satisfaction (Y2) employees of PT Meranti Nusa Bahari Balikpapan.

6. Organizational Culture Variable (X3) has a significant effect on Job Satisfaction (Y2) employees of PT Meranti Nusa Bahari Balikpapan.
7. Organizational Commitment Variable (Y1) has a significant effect on Job Satisfaction (Y2) employees of PT Meranti Nusa Bahari Balikpapan.

### **III. Research Method**

#### **3.1 Population**

Sugiyono (2018) The population is a generalization area consisting of objects and subjects that have certain qualities and characteristics set by a researcher to be studied and then draw conclusions. The population in this study were employees of PT Meranti Nusa Bahari Balikpapan, totaling 87 employees.

#### **3.2 Sample**

Sugiyono (2018) Sampling is a sampling technique with certain considerations. Burhan (2018) A sample can be defined as a member of the population selected using a certain procedure so that it is expected to represent the population. The sampling technique in this study is a census technique, which means that this study has the same number of samples as the population, namely 87 employees of PT Meranti Nusa Bahari Balikpapan.

#### **3.3 Research Analysis Tools**

##### **a. Analysis Structural Model or Inner Model**

Conducting structural model tests to determine whether there is an influence between variables or correlations between constructs as measured by using the t test of the PLS itself. The structural model or inner model describes the relationship between latent variables based on substantive theory. In carrying out structural tests include Predictive Relevance or Q-Square (Q2), and Coefficient of Determination or R-Square (R2)

##### **b. R-Square**

R-Square shows the strength or weakness of the influence caused by the dependent variable on the independent variable. In addition, the R-Square also shows the strength or weakness of a research model. According to Ghazali and Latan (2012) an R-Square of 0.67 is classified as a strong model, an R-Square of 0.33 is classified as a moderate or intermediate model, and an R-Square of 0.19 is a weak model.

##### **c. Q-Square**

Besides looking at the R-Square value, the Partial Least Square (PLS) model is also evaluated by looking at the Q-Square or relevance predictive. Q-Square Predictive Relevance is a measure of how well the observations made can give results to the research model. Assessment of Q-Square (Q2) is based on the coefficient of determination (R2) of all endogenous variables. The magnitude of Q-Square has a value with a range of  $0 < Q2 < 1$ , then the Q-Square is getting closer to the value 0 which indicates that the research model is getting worse, on the contrary if the Q-Square value is getting closer to the value 1, the research model is getting better. Ghazali and Latan (2012) determine the criteria if the Q-Square value is 0.35 then it is a strong model, if the Q-Square value is 0.15 then it is a moderate or intermediate model, and if the Q-Square value is 0.02 then it is a weak model.



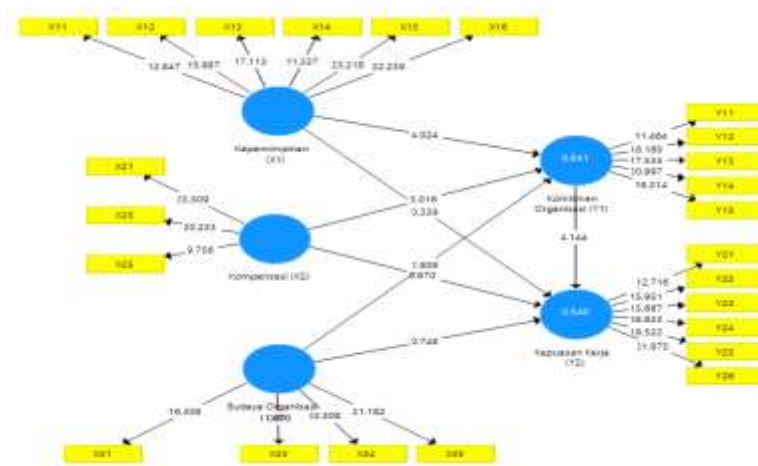
## IV. Results and Discussion

### 4.1 Results

#### a. Research Object Identity

This research is conducted at PT Meranti Nusa Bahari Balikpapan, which is located at Jalan Sultan Hasanuddin Kariangau KM.9, Kariangau Village, West Balikpapan District, Balikpapan City, East Kalimantan Province. PT Meranti Nusa Bahari Balikpapan which is engaged in shipbuilding services or dockyards, and can carry out shipbuilding and ship repairs. The vision of PT Meranti Nusa Bahari Balikpapan is to be committed to providing the best service and focus on the customer, process approach and always make continuous improvements. Its mission is determined to be the best company by developing its business to be more innovative.

#### b. Structural Model Test Results or Inner Model



*Figure 2. Structural Model (Inner Model)*

**Table 1. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>Leadership (X1) → Organizational Commitment (Y1)</b>	<b>0.393</b>	<b>0.403</b>	<b>0.098</b>	<b>4.024</b>	<b>0.000</b>
<b>Compensation (X2) → Organizational Commitment (Y1)</b>	<b>0.329</b>	<b>0.335</b>	<b>0.109</b>	<b>3.016</b>	<b>0.003</b>
<b>Organizational Culture (X3) → Organizational Commitment (Y1)</b>	<b>0.210</b>	<b>0.199</b>	<b>0.116</b>	<b>1,809</b>	<b>0.071</b>
<b>Leadership (X1) → Job Satisfaction (Y2)</b>	<b>0.048</b>	<b>0.059</b>	<b>0.142</b>	<b>0.339</b>	<b>0.735</b>
<b>Compensation (X2) → Job Satisfaction (Y2)</b>	<b>0.099</b>	<b>0.105</b>	<b>0.148</b>	<b>0.670</b>	<b>0.503</b>
<b>Organizational Culture (X3) → Job Satisfaction (Y2)</b>	<b>0.099</b>	<b>0.103</b>	<b>0.132</b>	<b>0.748</b>	<b>0.455</b>
<b>Organizational Commitment (Y1) → Job Satisfaction (Y2)</b>	<b>0.557</b>	<b>0.543</b>	<b>0.134</b>	<b>4.144</b>	<b>0.000</b>

Source: Data processing with Smart PLS

### 4.2 Discussion

The results of testing the first hypothesis on the Leadership variable (X1) with Organizational Commitment (Y1) indicate that the path coefficient value is 0.393 with a t-statistic value of 4.024 and has a p value of 0.000. Therefore, it can be said that the value of the t statistic is greater than the t table of 1.960 and has a p value of less than 0.05.

These results indicate that leadership has a positive and significant effect on organizational commitment, which means that it is in accordance with the first hypothesis which states that the leadership variable (X1) has an influence on Organizational Commitment (Y1) employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 1 is declared accepted. The results showed that leadership has a positive and significant influence on the organizational commitment of employees of PT Meranti Nusa Bahari Balikpapan, this means that the better the leadership, the better the influence on organizational commitment. Good leadership is created because of a harmonious relationship between the leader and his employees, the leader behaves wisely, motivates and gives full confidence to employees to be able to complete the job well. Pleasant leaders do not feel that they are the most powerful, most of them are very liked by their employees, to That in an employee arises a sense of security and comfort so that they feel at home in a company. Gumilar, Ratnasari, & Zulkifli (2020), Diansyah (2018), and Fathoni & Minarsih (2016).

The results of testing the second hypothesis on the variable Compensation (X2) with Organizational Commitment (Y1) show that the path coefficient value is 0.329 with a t-statistic value of 3.016 and has a p value of 0.003. Therefore, it can be said that the value of the t statistic is greater than the t table of 1.960 and has a p value of less than 0.05. These results indicate that compensation has a positive and significant effect on organizational commitment, which means that it is in accordance with the second hypothesis which states that the compensation variable (X2) has an influence on Organizational Commitment (Y1) of PT Meranti Nusa Bahari Balikpapan employees. This means that hypothesis 2 is accepted. The results showed that compensation has a positive and significant effect on the organizational commitment of employees of PT Meranti Nusa Bahari Balikpapan. Compensation is one of the policies of PT Meranti Nusa Bahari Balikpapan to obtain organizational commitment from its employees by taking good care of the welfare of its employees. The compensation received by employees is considered sufficient to meet the needs of their employees' lives. Likewise, the company knows that through the implementation of compensation the company can achieve its goals by increasing commitment, this is in accordance with research conducted by Diansyah (2018).

The results of testing the third hypothesis on the variable Organizational Culture (X3) with Organizational Commitment (Y1) indicate that the path coefficient value is 0.210 with a t-statistic value of 1.809 and has a p value of 0.071. Therefore, it can be said that the value of the t statistic is less than t table 1.960 and has a p value greater than 0.05. These results indicate that organizational culture has a positive and insignificant effect on organizational commitment, which means it is not in accordance with the third hypothesis which states that the variable Organizational Culture (X3) has an influence on Organizational Commitment (Y1) employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 3 is declared rejected. The results showed that organizational culture had a positive and insignificant effect on the organizational commitment of PT Meranti Nusa Bahari Balikpapan employees, this means that organizational culture has not been able to provide a significant influence on organizational commitment. The organizational culture currently applied at PT Meranti Nusa Bahari Balikpapan has not been able to influence the issue of employee organizational commitment because it is still lacking. A person's personality can not be changed, so selfishness arises within, this rejects the research conducted by Gumilar, Ratnasari, & Zulkifli (2020), Junianto & Sabtohadhi (2019), Fathoni, & Minarsih, 2016) which states that the Organizational Culture variable has a positive and significant influence on Organizational Commitment.



The results of testing the fourth hypothesis on the Leadership variable (X1) with Job Satisfaction (Y2) indicate that the path coefficient value is 0.048 with a t-statistic value of 0.339 and has a p value of 0.735. Therefore, it can be said that the value of the t statistic is less than t table 1.960 and has a p value greater than 0.05. These results indicate that leadership has a positive and insignificant effect on job satisfaction, which means it is not in accordance with the fourth hypothesis which states that the Leadership variable (X1) has an influence on Job Satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 4 is declared rejected. The results showed that leadership had a positive and insignificant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan. This means that the leadership at PT Meranti Nusa Bahari Balikpapan has not been able to provide job satisfaction directly to its employees so it is not so significant. However, to improve it, it is through organizational commitment that can bridge the influence of leadership on the job satisfaction of PT Meranti Nusa Bahari Balikpapan. Seeing the analysis of leadership variables has a positive and insignificant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan, this rejects the research conducted by Riandi (2021), Hamsal (2021) and Aliyas Mandiri, Asmara Hendra Komara, and David (2018) which state that the leadership variable has a positive and significant influence on job satisfaction.

The results of testing the fifth hypothesis on the variable Compensation (X2) with Job Satisfaction (Y2) indicate that the path coefficient value is 0.099 with a t-statistic value of 0.670 and has a p value of 0.503. Therefore, it can be said that the value of the t statistic is less than t table 1.960 and has a p value greater than 0.05. These results indicate that compensation has a positive and insignificant effect on job satisfaction, which means it is not in accordance with the fifth hypothesis which states that the compensation variable (X2) has an influence on job satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 5 is declared rejected. The results showed that compensation had a positive and insignificant effect on job satisfaction of PT Meranti Nusa Bahari Balikpapan employees. This means that the compensation contained in PT Meranti Nusa Bahari Balikpapan has not been able to increase job satisfaction directly so it is not so significant. However, to improve it, it is through organizational commitment that can bridge the effect of compensation on job satisfaction of PT Meranti Nusa Bahari Balikpapan. Seeing the analysis of leadership variables has a positive and insignificant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan, this rejects the research conducted by Diansyah (2018), Permadi & Suana (2017), and Damayanti & Ismiyati (2020) which states that the compensation variable has a positive and significant effect on job satisfaction.

The results of testing the sixth hypothesis on the Organizational Culture variable (X3) with Job Satisfaction (Y2) indicate that the path coefficient value is 0.099 with a t-statistical value of 0.748 and has a p value of 0.455. Therefore, it can be said that the value of the t statistic is less than t table 1.960 and has a p value greater than 0.05. These results indicate that organizational culture has a positive and insignificant effect on job satisfaction, which means it is not in accordance with the sixth hypothesis which states that the organizational culture variable (X3) has an influence on Job Satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 6 is rejected. The results showed that organizational culture had a positive and insignificant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan. This means that the organizational culture found at PT Meranti Nusa Bahari Balikpapan has not been able to directly increase job satisfaction so it is not so significant. The reason is that the quality of work owned by PT Meranti Nusa Bahari Balikpapan employees is still less

effective and efficient. Seeing the analysis of organizational culture variables have a positive and insignificant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan, this rejects the research conducted by Damayanti & Ismiyati (2020), Junianto & Sabtohadhi (2019), (Putra et al., 2019), Bodroastuti, Riszaeni, & Suhaji (2012), Permadi & Suana (2017) which states that Organizational Culture has a positive and significant influence on Job Satisfaction.

The results of testing the seventh hypothesis on the variable Organizational Commitment (Y1) with Job Satisfaction (Y2) show that the path coefficient value is 0.557 with a t-statistical value of 4.144 and has a p value of 0.000. Therefore, it can be said that the value of the t statistic is greater than the t table of 1.960 and has a p value of less than 0.05. These results indicate that organizational commitment has a positive and significant effect on job satisfaction, which means that it is in accordance with the seventh hypothesis which states that the Organizational Commitment variable (Y1) has an influence on Job Satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan. This means that hypothesis 7 is accepted. The results showed that organizational commitment has a positive and significant effect on job satisfaction of employees of PT Meranti Nusa Bahari Balikpapan. This means that the better the organizational commitment, the better the effect on job satisfaction. PT Meranti Nusa Bahari Balikpapan's policy in organizational commitment is able to improve the welfare of its employees by making employees feel fulfilled for all their needs and desires by the organization, this is in accordance with research conducted by Hamsal (2021), Junianto & Sabtohadhi (2019), Diansyah (2018) and Aliyas Mandiri, Asmara Hendra Komara, and David (2018)

## V. Conclusion

Based on the results of the analysis of hypotheses and discussion, a conclusion can be drawn from the research, namely:

1. The first hypothesis testing shows that the Leadership variable (X1) has a positive and significant influence on Organizational Commitment (Y1) of PT Meranti Nusa Bahari Balikpapan employees.
2. Testing the second hypothesis shows that the compensation variable (X2) has a positive and significant effect on Organizational Commitment (Y1) of PT Meranti Nusa Bahari Balikpapan employees.
3. Testing the third hypothesis shows that the Organizational Culture variable (X3) has a positive and insignificant effect on Organizational Commitment (Y1) of PT Meranti Nusa Bahari Balikpapan employees which means the third hypothesis in this study is rejected.
4. The fourth hypothesis testing shows that the Leadership variable (X1) has a positive and insignificant effect on Job Satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan which means the fourth hypothesis in this study is rejected.
5. The fifth hypothesis testing shows that the compensation variable (X2) has a positive and insignificant effect on job satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan which means the fifth hypothesis in this study is rejected.
6. Testing the sixth hypothesis shows that the organizational culture variable (X3) has a positive and insignificant effect on job satisfaction (Y2) for employees of PT Meranti Nusa Bahari Balikpapan which means the sixth hypothesis in the study is rejected.
7. Testing the seventh hypothesis proves that the variable Organizational Commitment (Y1) has a positive and significant effect on Job Satisfaction (Y2) of employees of PT Meranti Nusa Bahari Balikpapan has been proven and can be accepted.

## Suggestion

Based on the data analysis, discussion, research and observations as well as the conclusions that have been discussed, the next author proposes several suggestions to the leadership of PT Meranti Nusa Bahari Balikpapan or for researchers who want to develop similar research as input, namely:

1. Leadership and compensation have a positive and significant influence on the organizational commitment of employees of PT Meranti Nusa Bahari Balikpapan, this means that leadership and compensation have an effect on increasing or decreasing employee organizational commitment. However, Leadership and Compensation do not have a significant effect on employee satisfaction at PT Meranti Nusa Bahari Balikpapan,
2. Organizational Culture has a positive and insignificant effect on Organizational Commitment and Job Satisfaction of employees of PT Meranti Nusa Bahari Balikpapan, PT Meranti Nusa Bahari Balikpapan is advised to pay more attention to employee self-awareness, aggressiveness, personality, performance, and team orientation to increase job satisfaction and employees have no desire to leave the company. Training should also be made to provide opportunities and opportunities for employees who have self-potential to be more enthusiastic at work and become more motivated to work harder.

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