Integration of Leadership, Motivation, and Culture to Strengthen Organizational Commitment

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Abstract

This research examines the influence of transformational leadership, work motivation, and organizational culture on organizational commitment at PT Wasa Mitra Engineering, involving all 58 employees through a saturated census sampling technique. The study addresses issues such as a lack of supervisory firmness, leading to frequent employee tardiness. A research gap exists in understanding the mechanism through which these variables affect organizational commitment within the context of PT Wasa Mitra Engineering's power plant industry. To address this gap, the study incorporates employee feedback, including monthly reviews to help employees identify and improve their performance. Work motivation emerges as a key factor in fostering a committed and productive environment, supported by an organizational culture emphasizing honesty, integrity, collaboration, and respect. The findings reveal that transformational leadership does not significantly influence organizational commitment. However, work motivation and organizational culture have a positive effect, highlighting the importance of these factors in shaping employee commitment. This research contributes to the understanding of organizational dynamics, offering practical insights for creating a dedicated workforce. These results also provide a foundation for further studies in related fields, emphasizing the interplay between motivation, culture, and commitment in organizational success.

Keywords: Transformational Leadership, Work Motivation, Organizational Culture, Organizational Commitment

Abstrak

Penelitian ini mengkaji pengaruh kepemimpinan transformasional, motivasi kerja, dan budaya organisasi terhadap komitmen organisasi di PT Wasa Mitra Engineering, melibatkan seluruh 58 karyawan melalui teknik sensus jenuh. Penelitian ini membahas masalah seperti kurangnya ketegasan pengawasan oleh pemimpin yang menyebabkan seringnya keterlambatan karyawan. Terdapat kesenjangan penelitian dalam memahami mekanisme pengaruh variabel-variabel tersebut terhadap komitmen organisasi dalam konteks industri pembangkit listrik di PT Wasa Mitra Engineering. Untuk menjembatani kesenjangan ini, penelitian ini mengintegrasikan masukan karyawan, termasuk tinjauan bulanan untuk membantu karyawan mengidentifikasi dan meningkatkan kinerja mereka.Motivasi kerja muncul sebagai faktor utama dalam menciptakan lingkungan kerja yang berkomitmen dan produktif, didukung oleh budaya organisasi yang menekankan nilai-nilai seperti kejujuran, integritas, kolaborasi, dan penghormatan terhadap karyawan. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional tidak memiliki pengaruh signifikan terhadap komitmen organisasi. Namun, motivasi kerja dan budaya organisasi memiliki pengaruh positif, yang menyoroti pentingnya faktor-faktor ini dalam membentuk komitmen karyawan. Penelitian ini memberikan kontribusi pada pemahaman dinamika organisasi, menawarkan wawasan praktis untuk menciptakan tenaga kerja yang berdedikasi. Hasil ini juga menjadi dasar untuk penelitian lebih lanjut di bidang terkait, dengan menekankan hubungan antara motivasi, budaya, dan komitmen dalam keberhasilan organisasi.

Kata Kunci: Kepemimpinan Transformasional, Motivasi Kerja, Budaya Organisasi, Komitmen Organisasi

1. Introduction

Organizational commitment is important because it directly impacts employee productivity, retention, and satisfaction, all of which contribute to the overall success of the organization. Committed employees tend to be more productive, more satisfied with their jobs, and more loyal, reducing turnover rates and recruitment costs. In addition, high levels of commitment create a strong organizational culture, improve service quality, and encourage innovation and creativity. Thus, organizations with committed employees are better able to adapt to change, maintain a good reputation, and achieve their strategic goals effectively. Organizational commitment is important because it shapes and reinforces the values, norms, and beliefs that underlie employee behavior. Committed employees tend to be more aligned with the company culture, contributing to a cohesive and harmonious work environment. This promotes effective collaboration, communication, and teamwork, which in turn encourages the achievement of shared goals. Furthermore, high levels of commitment create an adaptive and innovative culture, where employees feel valued and motivated to contribute to their full potential. Thus, organizational commitment plays a key role in building a positive and productive company culture. The problem in this study is that employees have low organizational commitment, for example being late for morning meetings to do work and assignments by supervisors, employees are late for field work which should be at 08.00, these employees are 15 minutes late from the appointed time or more, or are not there. In January 2023, there were employees who were late for morning meetings before work, here is the data:
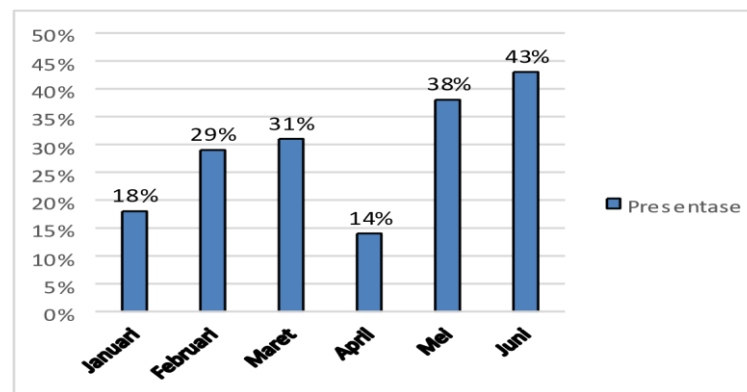
Source: PT Wasa Mitra Engineering (2023)

Figure 1. 2023 Work Delays

From Figure 1. Work Delays 2023, there are employees of PT Wasa Mitra Engineering who experienced a decline in performance in an effort to complete the PLTU construction project. Seen in 2023 from January to June, it shows a graph of increasing work delays, especially in June it increased to 43% compared to the previous month which was caused by supervisors who did not provide an attitude as leaders who were not firm to employees when in the field of work. This problem not only reduces productivity, but also reflects low employee discipline and commitment to the organization. In the world of work, organizational commitment is an important element that determines how much employees are willing to contribute optimally to the company. The rationality of this research is more directed at work delays, an issue that is often considered trivial, but has a significant impact on the productivity and operational efficiency of a company. Research on work delays is very important to understand the various factors that influence employee time discipline and the impacts it causes. From an operational perspective, delays can disrupt workflow and team coordination, which ultimately reduces output and quality of work. In addition, tardiness can also be an indicator of employee welfare problems, such as stress and low motivation, which require special attention from management. This study is also important for economics and business because conducting

research on the influence of organizational culture, work motivation and transformational leadership on organizational commitment at PT Wasa Mitra Engineering is a strategic step to improve company performance and sustainability. The results of this study can be used to develop more effective policies, strengthen organizational culture, and improve employee welfare and productivity, which will ultimately have a positive impact on the company's profitability and competitiveness. The formulation of the problem in this study is how transformational leadership at PT Wasa Mitra Engineering affects the level of employee organizational commitment, what is the impact of work motivation on the level of organizational commitment at PT Wasa Mitra Engineering and how is the organizational culture at PT Wasa Mitra Engineering. The gap in this research is the lack of more attention from supervisors to their subordinates, causing these employees to often experience delays in work or morning meetings before the division of work. The purpose of this study is to see how transformational leadership influences organizational commitment and to find out how work motivation influences organizational commitment and to find out how organizational culture influences organizational commitment.

Benefits Can be a reference material for advanced scientific article makers will gain experience in conducting in-depth research and investigating relevant problems in the context of the organization. This research can be a foundation for the development of the author's academic career, such as scientific journal publications, conference presentations, or as a reference material for further research. The urgency of this research is to find out the importance of organizational commitment to increase employee productivity in working at PT Wasa Mitra Engineering, this research contributes to helping company owners in their efforts to find out to what extent the company's vision, mission and values are internalized by employees to create a strong and cohesive organizational culture. And the discovery of a phenomenon in supervisory leadership that is less assertive towards employees and also problems that cause work delays and of course are also supported by data from work delays in 2023. A high level of commitment from an employee can be one way to minimize the consequences of turnover. So that the decline in employee performance which starts with work delays causes employees to have their contract period reduced or ends up being fired. Although various previous studies have discussed transformational leadership on organizational commitment, most of these studies only focus on direct influence without considering other variables such as work motivation and organizational culture. Research Organizational commitment has a relationship with the psychological state maintained between employees and the organization.

The level of support shown by employees to the organization has a close relationship between commitment and the desire to remain in the organization (Raharjo et al., 2023).Thus, there is still a research gap related to the mechanism of how independent variables affect dependent variables in the context of the power generation industry of PT Wasa Mitra Engineering. This study aims to fill this gap by using employee samples as a case study. The update in this study is that from previous studies it is not explained in detail about what are the driving factors of employee work enthusiasm other than salary and bonuses at PT Wasa Mitra Engineering providing employee work reviews every month so that employees know their shortcomings while working so that these employees can further improve their performance. The contribution of this study lies in the work motivation factors that influence employees can help organizations in creating a committed and productive work environment and an organizational culture that emphasizes values such as honesty, integrity, collaboration, and appreciation for employees tends to create an environment where employees feel engaged and committed to organizational goals. These findings provide new insights into our understanding of how these factors influence the phenomena that occur at PT Wasa Mitra Engineering, and are expected to be the basis for further research in related fields.

Transformational Leadership itself aims to change the mindset of employees to become better, which indicates that individual interests must be put aside first, this is called transformational leadership style (Lestari & Suryani, 2018). Transformational leadership has no significant effect on organizational commitment. This finding has provided useful feedback for industry management trying to initiate change, where the process requires constant socialization and dissemination efforts, so that every member of the organization fully understands the need for change, and in turn will support the process (Fayzhall et al., 2020).

Work motivation is a process in which needs drive a person to carry out a series of activities that lead to achieving certain goals (Fenetruma, 2021). Work motivation affects organizational commitment. Work motivation is the most determining factor for an employee in working. Even though the employee's ability is maximal, if there is no motivation to do the job, the job will not run as expected (Purnamasari & Sriathi, 2018).

Organizational culture towards organizational commitment. In an organization there are elements of organizational culture that cannot be separated. The cultural bonds created in the organization can be created and formed by the employees concerned, both in the organization, business and company. The better the organizational culture, the better the employee job satisfaction (Herawan, 2015).Organizational culture is the meaning shown by members, then this condition becomes the difference between one organization and another, including describing the general characteristics of organizational culture and showing how members view the characteristics of the organizational culture (Robbins et al., 2017).

2. Literature Review and Hypothesis

According to Leadership, someone can determine strategies, is able to make plans, and can be a motivator for subordinates so that they can produce effective and efficient performance (Purwadi et al., 2020). Leadership is the ability to influence other people in a group to achieve certain goals (Widodo Slamet, 2020). Motivation is a set of energetic forces that come from within and outside the worker, initiate business-related work, and determine the direction, intensity, and certainty (Nizamuddin et al., 2018). Work motivation is a psychological process that determines (or energizes) the direction, intensity, and persistence of action in the ongoing flow of experiences that characterize the person about himself or herself (Saragih et al., 2020). Organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are core characteristics of how to do things in an organization (Tintami et al., 2012). Organizational culture is a dynamic force in an institution/organization that is rotating, interesting and interactive and is formed by employee movements and behavior, as well as attitudes (Arishanti, 2019).

Research Hypothesis Development
According to (Winie Kaori Intan M et al., 2017), which concludes that transformational leadership has a significant influence on organizational commitment. Furthermore, according to (Diantara et al., 2022), which also concluded that transformational leadership has a significant influence on organizational commitment. According to (Kharis, 2015), also concluded that transformational leadership has a significant influence on organizational commitment.
H1: Transformational leadership has a significant positive effect on organizational commitment.

According to (Kartika, 2017), which also concluded that work motivation has a significant influence on organizational commitment. According to (Rahayu & Mahargiono, 2021), which concludes that work motivation has a significant influence on organizational commitment.

According to (Kharis, 2015)proves that work motivation has a significant influence on organizational commitment.

H2: Work motivation has a significant positive effect on organizational commitment.

According to(Sari Dewi & Hasniaty, SE, M.Si, 2018), which also concluded that organizational culture has a significant influence on organizational commitment. According to(Liana, 2020), which concludes that organizational culture has a significant influence on organizational commitment. According to(Usmany et al., 2016)proves that organizational culture has a significant influence on organizational commitment.

H3: Organizational culture has a significant positive effect on organizational commitment.
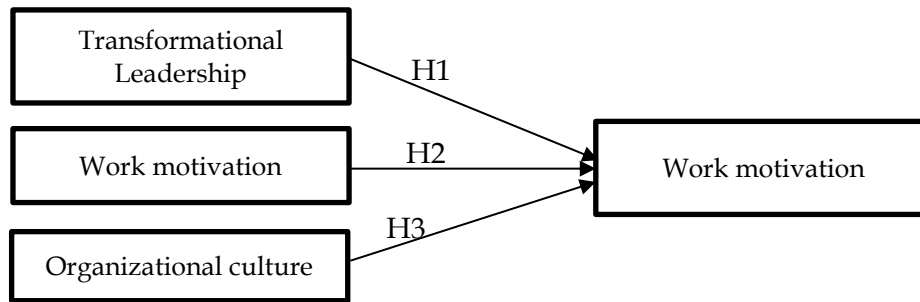
Figure 2. Research Framework

3. Data and Methods

This research is a quantitative research that intends to analyze the relationship between transformational leadership, work motivation, organizational culture and organizational commitment. The data used in this study has a quantitative nature in the form of numbers and statistics produced by a questionnaire survey using a data analysis tool, namely SPSS and of course also to determine the causal relationship of the variables of transformational leadership, work motivation, and organizational culture on organizational commitment and then to find out how much influence the results of the variables of transformational leadership, work motivation, and organizational culture have on organizational commitment. The population of this study was 58 male employees of PT Wasa Mitra Engineering. The sample taken in this study was PT Wasa Mitra Engineering with a total of 50 employees who were all male and took the object at PT Wasa Mitra Engineering because based on data from PT Wasa Mitra Engineering in 2023 there was a problem of work delays from January to June which was increasing, thus I will examine the factors that influence work delays at PT Wasa Mitra Engineering and the sampling technique with a saturated census. The following is the operational definition of the indicator:

Operational Definition	Indicator	
1. Transformational Leadership (X1): The type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities.	(Kharis, 2015)	1. Motivation 2. Stimulation 3. Intellectual 4. Individual Attention
2. Work Motivation (X2):Factors that encourage or influence a person's level of enthusiasm, desire and	(Fahmi, 2017)	1. Integrity Value 2. Value of Professionalism 3. Synergy Value 4. Service Value

commitment in carrying out their work duties.		
3. Organizational Culture (X3):The result of the process of merging the cultural styles and behaviors of each individual that were previously brought into a new norm and philosophy and having the energy and pride of the group to face certain goals.	(Adi, 2013)	1. Responsibility 2. Consideration of Risks 3. Creative-Innovative 4. Task Completion Time
4. Organizational Commitment (Y):Reflects how individuals identify with the organization and are committed to its goals.	(Kaswan, 2017)	1. Personal Characteristics 2. Characteristics of the Organization 3. Organized Experience

4. Results
Research Results

Table 1. Respondent Description

	Total Respondents	Percentage
Gender		
Man	50	100%
Amount	50	100%
Age		
25-29 years old	17	34%
30-33 years	33	66%
Amount	50	100%
Marital status		
Marry	33	66%
Single	17	34%
Amount	50	100%
Position		
Supervisor	1	2%
Instrument	25	50%
Instrument Helper	12	24%
Welder	8	16%
Helper Welder	4	8%
Amount	50	100%

Source: SPSS processed data (2023)

In Table 1. Respondent Description, the sample or respondents in this study used were all male and on average aged 30-33 years old, married and the average position of those working at PT Wasa Mitra Engineering was as an instrument employee.

Validity and Reliability Test

Table 2. Validity Test

Question Number	r count	r table	Explanation
Transformational Leadership			
KT 1	0.494	0.2306	Valid
KT 2	0.780	0.2306	Valid
KT 3	0.692	0.2306	Valid

KT 4	0.727	0.2306	Valid
Work motivation			
MK 1	0.633	0.2306	Valid
MK 2	0.648	0.2306	Valid
MK 3	0.607	0.2306	Valid
MK 4	0.681	0.2306	Valid
Organizational culture			
BI 1	0.398	0.2306	Valid
BI 2	0.350	0.2306	Valid
BI 3	0.648	0.2306	Valid
BI 4	0.557	0.2306	Valid
Organizational Commitment			
KO 1	0.426	0.2306	Valid
KO 2	0.580	0.2306	Valid
KO 3	0.664	0.2306	Valid

Source: SPSS processed data (2023)

Based on the results of processing the data in Table 2. Validity Test, all question items in the research variables are declared valid, because all questionnaire statement items have a calculated r value > r table.

Table 3. Reliability Test

Variables	Cronbach's Alpha	N of Items
Leadership Transformational	0.837	4
Work motivation	0.817	4
Organizational culture	0.693	4
Organizational Commitment	0.724	3

Source: SPSS processed data (2023)

Based on the results of processing the data in Table 3. Reliability Test, the independent and dependent variables in the table are declared reliable because they have a Cronbach's Alpha value greater than 0.6 (Cronbach Alpha> 0.6).

Classical Assumption Testing Normality Test

Table 4. Normality Test

		Unstandardized d Residual
n		50
Normal Parameters a,b	Mean	0.0000000
	Std. Deviation	0.42043478
Most Extreme Differences	Absolute	0.156
	Positive	0.140
	Negative	-0.156
Test Statistics		0.156
Asymp. Sig. (2-tailed)		0.004c

Source: SPSS processed data (2023)

In Table 4. it can be seen that the Asymp. Sig. (2-tailed) Kolmogorov-Smirnov value is less than 0.05, in other words, the data from all samples in this study have an abnormal distribution.

Multicollinearity Test

Table 5. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant) Transformational Leadership	0.607	1,646
Work motivation	0.442	2,264
Organizational culture	0.393	2,546

Source: SPSS processed data (2023)

From table 5. Multicollinearity Test, it can be seen that the three independent variables have a VIF value <10 or a Tolerance value >0.01, so the three independent variables are declared free from multicollinearity or it can be concluded that there is no deviation from the classical assumption of multicollinearity between the independent variables in the model.

Heteroscedasticity Test
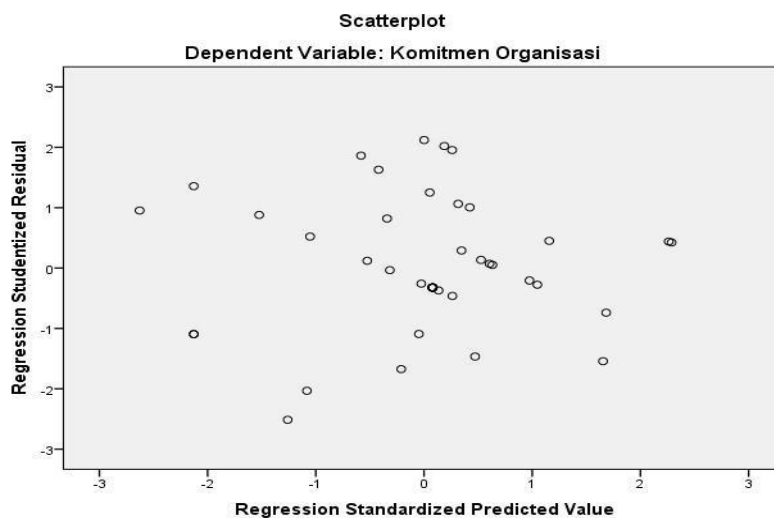
Figure 2. Heteroscedasticity Test

Based on Figure 2, it can be seen that by placing the ZRESID value (residual value) and ZPRED (prediction value). The resulting model has no particular pattern in the graph, until the model is free from heteroscedasticity problems.

Multiple Linear Regression Regression Equation
In order to conduct an analysis using multiple regression line analysis, namely by looking at the values in the coefficients in the following table:

Table 6. Multiple Linear Regression Test

	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std.Error	Beta		
(Constant)	3,190	0.635		5,020	0,000
Transformational Leadership	0.025	0.058	0.045	0.428	0.670
Work motivation	0.221	0.071	0.388	3,137	0.003
Organizational culture	0.273	0.076	0.471	3,595	0.001

From the data processing results in Table 6, the multiple regression equation is obtained as follows: $Y=3.190 + 0.025 X^1 + 0.221 X^2 + 0.273 X^3$ which:
Y = Organizational Commitment
X1 = Transformational Leadership
X2 = Work Motivation
X3 = Organizational Culture

Hypothesis Testing
From Table 6. Multiple Regression Linear Test, in hypothesis 1 it can be seen that the calculated t value = 0.428 besides the t table value = 2.01 it can be concluded that if the calculated t < t table (0.428 < 2.01). Likewise, the sig value of 0.670 is greater than the real level of 0.05, because the calculated t value < t table and the Sig value> 0.05 then H0 is accepted and HA is rejected which means that there is no significant positive effect on the independent variable of transformational leadership on the dependent variable of organizational commitment.

The results of data processing are seen in hypothesis 2 that the t count value = 3.137 besides the t table value = 2.01, it can be concluded that if t count> t table (3, 137> 2.01). Likewise, the sig value of 0.003 is smaller than the real level of 0.05, because the t count value> t table and the Sig value <0.05 then H0 is rejected and HA is accepted which means that the independent variable of work motivation has a significant positive effect on the dependent variable of organizational commitment.

In hypothesis 3, the calculated t value = 3.595 besides the t table value = 2.01 it can be concluded that if the calculated t> t table (3, 595> 2.01). Likewise, the sig value of 0.001 is smaller than the real level of 0.05 because the calculated t value> t table and the sig value <0.05 then H0 is rejected and HA is accepted which means that the independent variable of organizational culture has a significant positive effect on the dependent variable of organizational commitment.

Table 7. Simultaneous Test

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	43,266	3	14,422	34,042	0.000b
Residual	19,488	46	0.424		
Total	62,755	49			

From the data processing in Table 7, Simultaneous Test, the conclusion is that the Sig F value = 0.000, less than 0.05, so there is a significant influence of the independent variables of transformational leadership, work motivation, and organizational culture simultaneously on the dependent variable of organizational commitment.

Correlation Coefficient and Determination

Table 8. Correlation Coefficient and Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	0.597a	0.357	0.315	0.43393	1,598

In table 8, there is a magnitude of influence of the model equation of the three independent variables on organizational commitment which has a determination coefficient of 0.357, indicating that the magnitude of the contribution of the three independent variables together on organizational commitment is 35.7% and 64.3% is influenced by other variables.

5. Discussion

Hypothesis 1 transformational leadership does not have a significant effect on organizational commitment. Showing that poor leadership will not have a significant impact on organizational commitment and the implementation of transformational leadership will increasingly have an impact on decreasing employee commitment who do not achieve work targets and make them less determined to stay in the company.(Winie Kaori Intan M et al., 2017).Transformational leadership does not have a significant effect on organizational commitment. Leadership that does not implement effective and efficient leadership does not have a big impact on the company.(Diantara et al., 2022).Transformational leadership does not have a significant effect on organizational commitment. From this journal it shows that the worse the transformational leadership applied in a company, the more it will have a negative impact on improving employee performance in achieving the work targets given. (Kharis, 2015).

Hypothesis 2 found that there is an influence of work motivation on organizational commitment. Work motivation is very much needed by employees to be able to achieve high job satisfaction, although by its nature, the amount of job satisfaction itself is very relative or different from one person to another.(Kartika, 2017). Work motivation has a significant effect on organizational commitment. Because the higher the work motivation along with the work environment created in the company, the higher the commitment to the organization. Likewise, the lower the work motivation along with the company's work environment, the lower the organizational commitment.(Rahayu & Mahargiono, 2021).Work motivation has a significant influence on organizational commitment. The results of the study concluded that the higher the work motivation possessed by an employee in an organization, the higher the commitment possessed by the employee to the organization.(Kharis, 2015).

Hypothesis 3 organizational culture has a significant effect on organizational commitment. From this journal, it is equally shown that the better the culture that develops within the company, the more it will increase the level of employee contribution in providing more optimal performance. (Sari Dewi & Hasniaty, SE, M.Si, 2018). Organizational culture has a significant effect on organizational commitment. From this journal, it is equally shown that the better the culture that develops within the organization, the more it will have an impact on improving performance through a strong commitment for each member of the organization to comply with the rules and norms that apply within the company. (Liana, 2020). Organizational culture has a significant influence on organizational commitment. Organizational culture has a positive influence to improve employee performance because organizational culture has an impact on improving employee performance, in addition it

can also positively improve employee performance because of how it can show an assessment to stay in the organization. A good organizational culture will create a feeling of belonging and a feeling of comfort in working so that it is expected to be comfortable to continue working in the company. (Usmany et al., 2016).

6. Conclusion

Overall, this study confirms that transformational leadership has an insignificant role in shaping organizational commitment. Leaders who are less able to adopt this approach have a greater chance of creating a committed and productive work environment, which in turn can contribute to the long-term success of the company. Thus, a poor understanding of the influence of transformational leadership on organizational commitment cannot help organizations develop more effective leadership strategies and does not improve organizational performance.

Work motivation and organizational culture play a significant role in shaping organizational commitment. Attention to the work motivation factors that influence employees can help organizations create a committed and productive work environment and an organizational culture that emphasizes values such as honesty, integrity, collaboration, and respect for employees tends to create an environment where employees feel engaged and committed to organizational goals. Thus, this study confirms the importance of a positive organizational culture in shaping strong organizational commitment. Thus, a good understanding of the influence of work motivation on organizational commitment can help organizations develop more effective human resource management strategies and Efforts to build and strengthen an organizational culture that supports shared values can help increase employee engagement and loyalty to the organization, which in turn can contribute to the Company's long-term performance and success.

Suggestions

Based on the results of the research conducted, organizational culture has a major influence on organizational commitment, therefore the advice given by the company is that the company needs to provide responsibility for employees who work and take risks in working and have creativity and innovation in work and better task completion.

Limitations and avenues for future research

The limitations of this research should encourage future researchers to take a larger population and apply the influential variables including work motivation and organizational culture studied again.

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