


The Influence of Organizational Culture, Situational Leadership and Organizational Commitment on the Work Productivity of PT Maluku Graha Motor Employees

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Article Info	ABSTRACT
<p>Keywords:</p> <p>Organizational Culture, Situational Leadership, Organizational Commitment, Work Productivity.</p>	<p>The aim of this research is to examine the influence of organizational culture, situational leadership and organizational commitment on employee work productivity. The research took place at PT Maluku Graha Motor. The samples taken were 55 respondents. The data taken is primary data, and the research method used is a quantitative method. The analysis tool used is Multiple Linear Regression. The research results prove that organizational culture, situational leadership and organizational commitment have a significant effect on employee work productivity, both partially and simultaneously.</p>
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INTRODUCTION

In carrying out its activities, companies have goals that they want to achieve, but in principle there is only one basic goal of the company, namely to get large profits so that the company's survival can be guaranteed. To be able to carry out this survival, the company must be able to carry out good management and be able to work together effectively and efficiently. In line with the pace of national development, especially in the era of globalization, as a leader in a company you must have productive skills and abilities in carrying out your duties, authority and responsibilities.

A leader is someone who has the ability to influence and direct other people to work towards achieving goals. According to Kartini Kartono (1994: 181), a leader is someone who has special skills and expertise in a field, so that he is able to influence other people to work together carrying out certain activities to achieve one or several goals. Leadership style in a company plays a very important role not only internally for the company concerned but also in dealing with various parties outside the company. The development of companies operating in the motor sector is currently growing very quickly. This can be seen from the increasing number of companies operating in this field, both locally and nationally.

Increasing employee work productivity is influenced by various factors, both those related to the employees themselves and those related to the company. One factor that can influence work productivity is organizational culture. Organizational culture is very necessary for every company to develop and adapt to the company's existing environmental conditions. A good organizational culture can create enthusiasm for work to increase high work productivity so that company goals can be achieved. Organizational culture allows people to see common goals, as a guide to good values about

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the organization and as a reference for potential abilities in working for the company. Culture is a benchmark for increasing quality work productivity and competitive advantage. Organizational culture is a system of social control within an organization so that organizational members have relatively the same culture.

This research was carried out in PT. Maluku Graha Motor. The reason behind the author making this company a place for research is that the problem faced by the company is regarding organizational culture regarding employee behavior that is not in accordance with the rules or regulations existing in the company. Problems that often arise include employees often ignoring the ban on smoking in the workplace, some employees not wearing sneakers but wearing sandals, employees not wearing uniforms and complete attributes, and employees not going to work on time or not feeling responsible for the work they are given. . Even though they often receive reprimands or sanctions from their superiors, this is only considered a passing event for employees who violate company rules or regulations and is only temporary.

The organizational culture of PT Maluku Graha Motor clearly shows how work at the company must be carried out well. Apart from that, there is another problem, namely the existence of some employees who do not respect each other, where if the administration or admin employees are doing their work to transfer data. computer consumers. However, other employees are busy talking about things that are not related to work, so it will disturb the concentration of employees who are doing their work.

METHODS

This research was carried out at PT. Maluku Graha Motor

Population and Sample

Population research is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a researcher because it is seen as research (Ferdinand, 2006). The population of this research is all employees in the general department at PT. Maluku Graha Motor has a total of 55 employees. In sampling, if there are less than 100 subjects, it is better to take all of them, so that the research is population research. Based on the considerations above, considering that the population is less than 100, namely 55 employees, this research takes the entire population as sample, so this research is population research. This research is called population research because all members of the population, 55 people, are used as research samples.

Type and Source of data

The type of data used in this research is qualitative data in the form of respondents' perceptions or responses about the variables being studied. Meanwhile, the data source consists of secondary data obtained from PT. Maluku Graha Motor includes organizational structure, personnel data and general description of the company as well as primary data collected directly from respondents.

RESULTS AND DISCUSSION

Validity test

The validity test is used to test the accuracy of the measuring instrument, and can reveal the concept of the symptoms/events being measured. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the questions/statements on the questionnaire are able to reveal something that the questionnaire will measure. The validity test can use a correlation coefficient whose significant value is smaller than 5% (level of significance) indicating that the statements are valid/valid as forming indicators. The test results were obtained as follows:

Table 1. Validity Testing Results

Variable	Indicator	r table	r count	Sig	$\alpha(0.05)$	Note.
Organizational Culture (X1)	X1.1	0.2656	0.790	0,000	0.05	Valid
	X1.2	0.2656	0.737	0,000	0.05	Valid
	X1.3	0.2656	0.820	0,000	0.05	Valid
	X1.4	0.2656	0.665	0,000	0.05	Valid
	X1.5	0.2656	0.845	0,000	0.05	Valid
	X1.6	0.2565	0.788	0,000	0.05	Valid
	X1.7	0.2656	0.795	0,000	0.05	Valid
Situational leadership style (X2)	X2.1	0.2656	0.723	0,000	0.05	Valid
	X2.2	0.2656	0.764	0,000	0.05	Valid
	X2.3	0.2656	0.692	0,000	0.05	Valid
	X2.4	0.2656	0.658	0,000	0.05	Valid
	X2.5	0.2656	0.714	0,000	0.05	Valid
	X2.6	0.2656	0.772	0,000	0.05	Valid
Organizational Commitment (X3)	X3.1	0.2656	0.708	0,000	0.05	Valid
	X3.2	0.2656	0.854	0,000	0.05	Valid
	X3.3	0.2656	0.873	0,000	0.05	Valid
	X3.4	0.2656	0.727	0,000	0.05	Valid
	X3.5	0.2656	0.790	0,000	0.05	Valid
	X3.6	0.2656	0.780	0,000	0.05	Valid
Employee Work Productivity (X4)	X4.1	0.2656	0.756	0,000	0.05	Valid
	X4.2	0.2656	0.851	0,000	0.05	Valid
	X4.3	0.2656	0.842	0,000	0.05	Valid
	X4.4	0.2656	0.926	0,000	0.05	Valid
	X4.5	0.2656	0.879	0,000	0.05	Valid
	X4.6	0.2656	0.904	0,000	0.05	Valid

Source: data processed in 2024

Based on table 1 above, it shows that all the statement items used to measure the variables used in this research all have $Sig < 0.05$ and the calculated r value $> r$ table, so it can be said that all indicators are valid for use as instruments in research or the questions asked in research can be used to measure the variables studied.

Reliability Test

Reliability testing is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is declared reliable or reliable if a person's answer to the statement is consistent or stable over time.

To determine the reliability of a statement, the SPSS 24 computer program is used, so that the Cronbach Alpha value is obtained for each research variable. The test results can be said to be reliable if the Cronbach Alpha is 0.60. (Imam Ghozali, 2007:41). Testing reliability in this research is by using the alpha formula. The results of reliability testing for each variable obtained the following data:

Table 2. Reliability Testing Results

Variable	Cronbach's Alpha Calculation Value	Information
Organizational Culture (X1)	0.821	Very Reliable
Situational leadership style (X2)	0.933	Very Reliable
Organizational Commitment (X3)	0.835	Very Reliable
Employee Work Productivity (Y)	0.820	Very Reliable

Source: data processed in 2024

Based on table 2 above, it can be concluded that the variable measuring items and questionnaires are reliable, which means that the questionnaire used in this research is a reliable questionnaire. while the confidence level used in multiple linear regression calculations is 95% or a significance level of 0.05 ($\alpha= 0.05$).

Table 3. Multiple Linear Regression Calculation Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,001	10,561		1,420	,162
	ORGANIZATIONAL CULTURE	,212	,153	,186	2,380	,043
	SITUATIONAL LEADERSHIP STYLE	,615	,190	,419	3,238	,002
	ORGANIZATIONAL COMMITMENT	,025	,368	,009	2,069	,037

a. Dependent Variable: EMPLOYEE WORK PRODUCTIVITY

Source: data processed in 2024

Based on table 3 (Calculation Results Regression Double Linear) above can be seen from the multiple linear regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 15.001 + 0.212X_1 + 0.615X_2 + 0.025X_3 + \dots$$

The regression equation above can be explained as follows:

1. Constant value (B) = 15.001. This means that if all independent variables have a value of zero (0) then the value of the dependent variable is 15.001 or in other words the employee work productivity variable (Y) will be constant at 15.001 if it is not influenced by organizational culture (X₁), situational leadership style (X₂), and organizational commitment (X₃)
2. The value of the organizational culture coefficient (X₁) has a positive sign of 0.153, meaning that if the situational leadership style increases by 1 unit, employee work productivity will decrease by 15.6% assuming other variables have a fixed value.
3. The coefficient value of situational leadership style (X₂) has a positive sign of 0.190, meaning that if situational leadership style increases by 1 unit, employee work productivity will increase by 19.0% assuming other variables are fixed.
4. The coefficient value of organizational commitment (X₃) has a positive sign of 0.368, meaning that if organizational commitment increases by 1 unit, employee work productivity will increase by 36.8%, assuming other variables have a fixed value.

Hypothesis testing

F test

The F test is used to test the significance of the effect of organizational culture (X₁), situational leadership style (X₂), and organizational commitment (X₃) together on employee work productivity (Y).

The F test is carried out to determine whether there is a joint influence of the independent variables on the dependent variable. The F table uses the α level (0.05) with df 1 (number of variables - 1) 3-1 = 2 and df 2 (nk-1) 55-3-1 = 51. The F table is calculated using MS Excel with the FINV formula = (Significance level; df1; df2) or FINV = (0.05; 4; 51) = 3.179 so that the F table is 3.179

Table 4. F Test Calculation Results

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	141,853	3	47,284	3,716	,017b
	Residual	648,875	51	12,723		
	Total	790,727	54			

a. Dependent Variable: EMPLOYEE WORK PRODUCTIVITY

b. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, SUTATIONAL LEADERSHIP STYLE, ORGANIZATIONAL CULTURE

Source: data processed in 2024

From table 4 above, it can be seen that the significance value is 0.017, which is smaller than the significance level of 0.05. Meanwhile, the calculated F value is 3.716. The calculated F value is greater than the F table 3.179. Thus, H_a is accepted and H₀ is rejected, so it can be concluded that

organizational culture, situational leadership style, and organizational commitment jointly influence employee work productivity.

T test

The T test was carried out to find out whether the independent variables in the regression model had an effect on the dependent variable, so the test was carried out using the T test (t-test).

The t distribution table uses $\alpha = 5\%$, with degrees of freedom (df) $nk-1$ or $55-3-1 = 51$. T table is calculated using MS Excel with the formula $TINV = (\text{level of significance; df})$ or $TINV = (0.05; 51) = 1,675$

Table 5. T Test Calculation Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized	Q	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	15,001	10,561		1,420	,162
	ORGANIZATIONAL CULTURE	,212	,153	,186	2,380	,043
	SITUATIONAL LEADERSHIP STYLE	,615	,190	,419	3,238	,002
	ORGANIZATIONAL COMMITMENT	,025	,368	,009	2,069	,037

a. Dependent Variable: EMPLOYEE WORK PRODUCTIVITY

Source: data processed in 2024

The T test is used to test the significance of the effect of changeorganizational culture (X_1), situational leadership style (X_2), organizational commitment (X_3), and partially employee work productivity (Y).

- The level of significance of the influence of organizational culture on employee work productivity is 0.043. Because the significance value of 0.043 is smaller than 0.05 and the T count of 2.380 is greater than the T table of 1.675, the results of this test state that H_0 is rejected and H_1 is accepted, meaning that partially the organizational culture variable has a significant influence on accounting fraud.
- The significance level of the influence of situational leadership style on employee work productivity is 0.002. Because the significance value of 0.002 is greater than 0.05 and the T count of 3.238 is greater than the T table of 1.675, the results of this test state that H_0 is rejected and H_1 is accepted, meaning that partially the situational leadership style variable has a significant influence on employee work productivity.
- The significance level of the influence of organizational commitment on employee work productivity is 0.037. Because the significance value of 0.037 is smaller than 0.05 and the T count of 2.069 is greater than the T table of 1.675, from the results of this test it is stated that H_0 is rejected and H_1 is accepted, meaning that partially the organizational committee variable has a significant influence on employee work productivity.

Coefficient of Determination

The coefficient of determination is a statistical value that can be used to determine the percentage influence of all independent variables on the dependent value. Based on the calculation results, the coefficient of determination can be seen in the following table:

Table 6. Coefficient of Determination Calculation Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,424a	,179	,131	3.56694

a. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, SUTATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE

Source: data processed in 2024

From table 6 it is known that the results of the regression test obtained an adjusted R Square value of 0.131. This means that simultaneously the variables of organizational culture (X_1), situational leadership style (X_2), organizational commitment (X_3), and employee work productivity (Y) are 13.1%, while the remainder is influenced by other variables not examined in this research.

Hypothesis test

To prove the influence of the independent variable partially on the dependent variable, an analysis was carried out using the t test. The following is a table showing the t test results at a significance of 5% or 0.05:

Table 7. Hypothesis Testing Results

No	Hhypothesis	Mark		Kconclusion
		tcount =		
1	QThere is a partial positive influence between Organizational Culture on the work productivity of PT Maluku Graha Motor employees	tcount =	4,729	Reject H0 Accept H1
		ttable=	1,670	
		Sig =	0.002	
2	QThere is a partial positive influence between the situational leadership style on the work productivity of PT Maluku Graha Motor employees	tcount=	3,843	Reject H0 Accept H2
		ttable=	1,670	
		Sig =	0.004	
		tcount=	9,354	

3	There is a positive influence between organizational commitment on the work productivity of PT Maluku Graha Motor employees	ttable=	1,670	Reject H0 Accept H3
		Sig =	0,000	
4	There is a simultaneous positive influence of organizational culture, situational leadership style and organizational commitment on the work productivity of PT Maluku Graha Motor employees	Fcount=	3,716	Reject H0 Accept H4
		Ftable=	3,179	
		Sig =	0.017	

Source: Processed Primary Data (2024)

CONCLUSION

Organizational culture has a significant influence on the work productivity of PT Maluku Graha Motor employees. An organizational culture that is implemented and carried out seriously will increase the work productivity of PT Maluku Graha Motor employees. Situational leadership has a significant influence on the work productivity of PT employees. Maluku Graha Motor. Situational Leadership that is applied appropriately will increase the work productivity of PT employees. Maluku Graha Motor. Organizational commitment has a significant influence on the work productivity of PT employees. Maluku Graha Motor. The organizational commitment of employees will increase the work productivity of PT employees. Maluku Graha Motor. The organizational commitment of employees will increase the productivity of PT employees. Maluku Graha Motor. Organizational culture, situational leadership style and organizational commitment have a simultaneous influence on the work productivity of PT employees. Maluku Graha Motor. The organizational commitment of employees will increase the work productivity of PT employees. Maluku Graha Motor. Work productivity will increase if organizational culture, situational leadership style and organizational commitment increase.

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