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

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

In carrying out its activities, the company has a goal to be achieved, but in principle there is only one basic goal of the company, namely to gain a large profit 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 cooperate effectively and efficiently. In accordance with the pace of national development, especially in the era of globalization, as a leader in the company must have productive skills and abilities in carrying out tasks, authority and responsibility.

A leader is someone who has the ability to influence and direct others 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 they are able to influence others to work together to carry out certain activities to achieve one or more 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 engaged in the motor sector is currently growing very rapidly, this can be seen from the increasing number of companies engaged 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 affect work productivity is organizational culture. Organizational culture is very much needed

by every company to develop and adapt to the existing company environment. A good organizational culture can create enthusiasm in working to increase high work productivity so that company goals can be achieved. Organizational culture allows people to see common goals, as a guideline for good values about the organization and as a reference for potential ability to work for the company. Culture is a benchmark for increasing quality work productivity and competitive advantage. Organizational culture is a social control system within an organization so that members of the organization have a relatively similar culture.

This research was conducted at PT. Maluku Graha Motor The reason behind the author making this company as a place of research is the problem faced by the company is regarding the organizational culture of employee behavior that is not in accordance with the rules or regulations in the company. Problems that often arise include employees often ignoring the prohibition of smoking in the workplace, some employees do not wear sneakers but wear sandals, employees do not wear uniforms and complete attributes, and employees do not go to work on time or do not feel responsible for the work given. Although often reprimanded or sanctioned by superiors, this is only considered a passing wind for employees who violate the company's rules or regulations and is only temporary.

The organizational culture owned by PT Maluku Graha Motor clearly shows how work in the company must be carried out properly. In addition, there is another problem, namely that some employees do not respect each other, where if the administration or admin employees are doing their job to transfer consumer data to the computer, but other employees are busy chatting about things that are not related to work, so that it will interfere with the concentration of employees who are doing their work.

RESEARCH METHOD

Research Location
This research was conducted 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 that are the center of attention of a researcher because it is viewed as a study (Ferdinand, 2006). The population of this study is all employees in the general department at PT. Maluku Graha Motor, totaling 55 employees. In sampling, if the subject is less than 100, it is better to take all of them, so that the research is a population study. Based on the above considerations, considering that the population is less than 100, namely 55 employees, this study takes the entire population as a sample, so that this study is a population study. This study is called population research because all members of the population, as many as 55 people, are used as research samples.

Data Types and Sources
The type of data used in this study is qualitative data in the form of perceptions or responses of respondents about the variables studied. While the data sources consist of secondary data obtained from PT. Maluku Graha Motor including organizational structure, personnel data

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and general description of the company as well as primary data collected directly from respondents.

RESULT AND DISCUSSION

Validity Test

Validity test is used to test the accuracy of the measuring instrument, can reveal the concept of symptoms/events being measured. Validity test is used to measure the validity or otherwise of a questionnaire, a questionnaire is declared valid if the questions/statements in the questionnaire are able to reveal something that will be measured by the questionnaire. Validity test can use correlation coefficient with a significant value of less than 5% (level of significance) indicating that the statements are valid as indicator builders. The test results are obtained as follows:

Table 1. Validity Test Results

Variables	Indicator	r table	r count	Sig	α(0.05)	Caption
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 statement items used to measure the variables used in this study 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 the study can be used to measure the variables studied.

Reliability Test

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is declared reliable if a person's answer to a 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). Reliability testing in this study is by using the alpha formula. The results of the reliability test for each variable obtained the following data:

Table 2. Reliability Test Results

Variables	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 measurement items and questionnaires are reliable, which means that the questionnaire used in this study is a reliable questionnaire. While the level of confidence used in the calculation of multiple linear regression is 95% or with a significance level of 0.05 (α= 0.05).

Table 3. Multiple Linear Regression Calculation Results
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
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 table3. (Calculation Results) Multiple Linear Regression) above, the multiple linear regression equation can be seen as follows::

$$Y = a + b1X1 + b2X2 + e$$
$$Y = 15.001 + 0.212X1 + 0.615X2 + 0.025X3 + \ldots$$

The regression equation above can be explained as follows:

i. 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 (X_1), situational leadership style (X_2), and organizational commitment (X3).

ii. The value of the organizational culture coefficient (X_1) is positive at 0.153, meaning that if the situational leadership style increases by 1 unit, employee work productivity will decrease by 15.6%, assuming that other variables remain constant.

iii. The coefficient value of situational leadership style (X2) is positive at 0.190, meaning that if the situational leadership style increases by 1 unit, employee work productivity will increase by 19.0%, assuming that other variables remain constant.

iv. The coefficient value of organizational commitment (X3) is positive at 0.368, meaning that if organizational commitment increases by 1 unit, employee work productivity will increase by 36.8%, assuming that other variables remain constant.

Hypothesis Testing

F Test

The F test is used to test the significance of the influenceorganizational culture (X_1), situational leadership style (X_2), and organizational commitment (X3) together on employee work productivity (Y).

The F test is conducted to determine whether or not there is a joint influence of independent variables on the dependent variable. The F table uses the level ofα(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 formula FINV = (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

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, SITUATIONAL LEADERSHIP STYLE, ORGANIZATIONAL CULTURE

Source: data processed in 2024

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From table 4 above, it can be seen that the significance value of 0.017 is smaller than the significance level of 0.05. While the calculated F value is 3.716. The calculated F value is greater than the F table of 3.179. Thus, Ha is accepted and H0 is rejected, so it can be concluded that organizational culture, situational leadership style, and organizational commitment together have an effect on employee work productivity.

T-test

The T-test is carried out to determine whether the independent variables in the regression model have an effect on the dependent variable, so testing is carried out using the T-test.

The t-distribution table uses α= 5%, with degrees of freedom (df) nk-1 or 55-3-1 = 51. T table is calculated using MS Excel with the formula TINV = (significance level; df) or TINV = (0.05; 51) = 1.675

Table 5.T-Test Calculation Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	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

The T test is used to test the significance of the influence of changes.organizational culture (X_1), situational leadership style (X_2), organizational commitment (X3), and partially on employee work productivity (Y).

a. The level of significance of the influence of organizational culture on employee work productivity is 0.043. Because the small significance value of 0.043 is smaller than 0.05 and the calculated T of 2.380 is greater than the T table of 1.675, the results of this test state that H0 is rejected and H1 is accepted, meaning that partially the organizational culture variable has a significant influence on accounting fraud.

b. The level of significance 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 calculated T of 3.238 is greater than the T table of 1.675, the results of this test state that H0 is rejected and H1 is accepted, meaning that partially the situational leadership style variable has a significant influence on employee work productivity.

c. The level of significance 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 calculated T of 2.069 is greater than the T table of 1.675, the results of this test

state that H0 is rejected and H1 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 one of the statistical values that can be used to determine the percentage of 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 5. Results of Calculation of Determination Coefficient

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, SITUATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE

Source: data processed in 2024

From table 5, 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 (X3), on employee work productivity (Y) are 13.1%, while the rest is influenced by other variables not examined in this study.

Hypothesis Testing

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

Table 6. Hypothesis Testing Results

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

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3	There is a positive influence between organizational commitment and employee work productivity at PT Maluku Graha Motor.	$t_{count}=$	9,354	Reject H0 Accept H3
		$t_{table}=$	1,670	
		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.	$F_{count}=$	3.716	Reject H0 Receive H4
		$F_{table}=$	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. 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. Maluku Graha Motor employees. Situational leadership that is implemented properly will increase the work productivity of PT. Maluku Graha Motor employees. Organizational commitment has a significant influence on the work productivity of PT. Maluku Graha Motor employees. Organizational commitment owned by employees will increase the work productivity of PT. Maluku Graha Motor employees. Organizational culture, situational leadership style and organizational commitment have a simultaneous influence on the work productivity of PT. Maluku Graha Motor employees. Organizational commitment owned by employees will increase the work productivity of PT. Maluku Graha Motor employees. Work productivity will increase if organizational culture, situational leadership style and organizational commitment increase.

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