

The effect of career development, leadership style and organizational culture on job satisfaction and organizational commitment

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ABSTRACT: *The practice of career development, leadership style and organizational culture on organizational commitment to employee satisfaction is an important factor in achieving the good governance. Causality between variables built into the model by using the 7,342 employees working in 37 regional work unit (SKPD) in the province of Papua. The sampling technique is done by using proportionate random sampling, the sample size in order to obtain a number of 379 employees with a response rate of 36.41 %, so overall the questionnaire used to analyze just 138 employees. The results of the analysis of moment structures using Ver. 21 provides evidence that career development and organizational culture proved can improve employee job satisfaction. Other facts suggest that the better career development and leadership style, the higher the employee organizational Commitment while organizational culture and employee job satisfaction was not shown to improve organizational commitment.*

KEYWORDS : *career development, leadership style, organizational culture, job satisfaction, organizational commitment*

I. INTRODUCTION

Bureaucratic organizations in Indonesia imaged as rambling, often meeting, frequent seminars, talkative, mutual blame, like make a variety of organizers, hours of rubber, inefficient and corrupt. Furthermore, it is said that the need for improvements implemented by the Government against the performance of civil servants in order to anticipate the challenges of globalisation (Sedarmayanti, 2007). Globalization has made runaway world. In the condition and situation of turbulence and out of control, then any organization at all scales and levels required to develop themselves and have the competitiveness to survive and win the competition is increasingly competitive, global environmental change may affect the activities of the Organization itself. To that end, the Organization should strive to have a competitive advantage continues to be maintained in the long term (Calantone *et al.*, 2003).

Managing human resources in the organization is not something that is easy, because it involves various elements within an organization, i.e. employees, leadership, as well as the system itself. A mix of these three it is expected to bring up the organizational culture conducive so that either the officers or the leadership can carry out its work to its full potential. For employees, the organizational culture that is conducive to such is expected to create job satisfaction and employee commitment itself in carrying out a task or job. Career development in an organization is essential for officers in carrying out basic tasks and functions to realize the needs of the work and purposes of the organization. The thing that makes employees often demanded an increase in the level of education is higher, due to the fact there are still plenty of low-educated employees. A form of career orientation include the ability to work based on level of education, training, employment and the promotion of the position of mutations that ever lived in the expanding his career in accordance with the basic tasks and functions (Hasibuan, 2007:82).

The higher the employee is given the opportunity to develop his career , the higher employee satisfaction , which in turn have an impact on the work better .Employees will be able and willing to work well and have a high job satisfaction when employees are placed in positions that match your interests and abilities. Employees should be placed in a position and the position that suits your interests and abilities taking into account the efforts of the fulfilment of the needs of human resources (Siagian, 2002). Airy facts indicate that career development officer in the Office of the Governor of Papua Province hasn't been fully applied on the basis of the applicable provisions, i.e., in the sense that a career development officer during the actualized this is less well, and tend not to suit the needs of the work and the achievement of the objectives of the organization.

This led to the part of the employees often question the form of career development needs to be done to create job satisfaction and organizational commitment to improve them.

Other contextual shows that still often found difficult to follow or employees accept the leadership style that applies a style of instruction, consultation, participation and delegation. Subordinates are still less understand instructions given for not knowing the rules that set coupled with an attitude of leadership rarely consult subordinates in solving the question of the Organization, the leadership rarely engage actively participate together works well, and the delegation of authority is not given to subordinate because of the lack of trust the direction to subordinates. The condition indicates that organizational culture belongs to the weak in affect job satisfaction and organizational commitment. Weak organizational culture resulted in employees less disciplined in work, and low attendance rates, compliance and adherence to the leadership. Based on data from 37 regional work unit (SKPD) shows that the level of discipline employees consisting of 7.342 employees, found 58% of employees who come in on time and 42% the rest is often a late sign in Office (Regional Civil Service Agency Papua Province, 2015).

Some earlier researchers analyze the interrelationship between variables of organizational culture with job satisfaction and organizational commitment. Job satisfaction has an important influence on organizational commitment towards employees in completing the task and function anyway. Employee dissatisfaction is the starting point of any problems that arise in organizations such as the absenteeism, conflicts between superiors and subordinates and fellow subordinates. Dissatisfaction can lead to decreased job motivation, decreased morale and decreasing job display either qualitatively or quantitatively (Lok & Crawford, 2004; Brahmasari & Suprayetno, 2008; Ghina, 2012; Mutmainah, 2013; Purnama, 2013; Sunadji *et al.*, 2013; Belias & Koustelios, 2014). Other studies prove the existence of significant influence between the organizational commitments on job satisfaction (Suliman, 2002; Malik *et al.*, 2010; Samad, 2010; Eslami, & Gharakhani, 2012; Khan *et al.*, 2012; Dizgah *et al.*, 2012; Eleswed & Mohammed, 2013; Ayesha Nazish, 2013).

II. LITERATURE REVIEW

2.1. Career development

Career development shown through all efforts is being made to improve the technical, theoretical, conceptual and moral education in accordance with the needs of the job or position through education and training. Career development is an organized learning experience in a given time period to increase the likelihood of improvement in growth performance of duties, in accordance with the education, training and environmental change (mutation) in an activity of the Organization (Nadler, 2007:210). The view of other States that career development refers to the issue of staff and personnel in the process of long term education using a systematic and organized procedures in which managers learn the conceptual and theoretical knowledge for general purpose, corresponding to changes in the work environment is usually in the form of mutations work (Hasibuan, 2007:88).

The conception of career development can be defined in the implementation that career development should be drafted carefully and based on scientific methods and guidelines on required training organizations as well as the time to come. Career development should be aimed at improving technical skills, conceptual, theoretical and moral accomplishment of his work so that employees can achieve optimum results. A career development can be seen as growth ability happens far beyond what is required in a given job. Career development is done giving a very profitable impact for the Organization in improving the ability to compete in an increasingly competitive environment.

Career development is expressed as a process and an activity preparing an employee to occupy or take a position in the organization that is associated with the specific requirements and capabilities. Measurement study on career development include; ability of a leader, intellectual ability, managerial ability, promotion, experience and education (Gomes, 2003; Mathis & Jackson, 2007; Ayesha Nazis *et al.*, 1995). Previous research results provide evidence that influential positive career development and significantly to job satisfaction (Matalia, 2012), then other results suggest that career development a positive and significant effect against the employee organizational commitment (Ayesha Nazish *et al.*, 1995).

2.2. Leadership styles

Leadership is defined as the ability of moving or motivate a number of people to simultaneously perform the same activity and goal achievement on the headers (Nawawi, 2002:213). View other leadership States that the meaning of leader influence led but the relationship between the leaders with led are mutually beneficial to both parties (Lok & Crawford, 2004). There are three important implications contained in this case namely: Leadership that involves other people is it subordinates or followers. Leadership involves subordinates or followers; Leadership involves the distribution of power between the President and the members in a balanced way and the ability to use a different power to affect the behavior of his followers through various means (Rivai, 2008:53). The style of the leader or Manager in the organization is the depiction of the

employment measures for employees who are under it. Leadership is a process used by leaders to steer the organisation and awarding examples of behavior against the followers (Mas'ud, 2004:39).

The leadership style that is meant in this sense is the perception of employees or subordinates who would be influenced by their behaviour rather than the perception of a leader itself. The variable is measured through five leadership style indicators, namely: participative, nurturing, directive, supportive and achievement-oriented style (Keith Davis, 2001:102; Raja & Palanichamy, 2011). Previous research shows that positive and influential leadership style significantly to job satisfaction (Thorlakson & Murray, 1998; Lok & Crawford, 2004; Challagalla & Shervani, 2006; Brahmasari & Suprayetno, 2008; Bushra *et al.*, 2011; Voon *et al.*, 2012; Tsai, 2011; Paracha *et al.*, 2012; Arzi & Farahbod, 2014; Long *et al.*, 2001). The findings of the rebuttal that the leadership of the influential positive and insignificant towards job satisfaction employees (Matalia, 2012). Causality between other variables, based on the findings of earlier researchers proved that the leadership style of each positive and significant effect on the organizational commitment (Suliman, 2008; Bushra *et al.*, 2012; Wang *et al.*, 2012; Ahmadi *et al.*, 2012; Mutmainah *et al.*, 1995; Rasid *et al.*, 1995; Raja & Palanichamy, 2011).

2.3. Organizational culture

Organizational culture is a set of values that are studied, it is believed, have a standard of knowledge, moral, legal and behavior conveyed by individuals, organizations or communities to act according the basic habit of looking at her (Robbins, 2006:14). Fundamental organizational culture explains that the organization step up and have a fundamental philosophy that binds each member organization has a value of cultural adhesive in advancing your organization or company. Adhesive values organizational culture is meant i.e. integrity, identity, responsibility, discipline and orientation results in managing the Organization (Algerrow, 2008:33). Implications of value added Cultural Organization gave birth to the existence of a model of organizational culture that brings out the prospective internal maintenance and placement of themselves externally, flexible process and process control (Quinn, 2007:122).

The implications of organizational culture cannot be separated from the aspect of the philosophy of the founder, espoused values, work ethic, the principles and rules that make the culture as a model of cultural groups, hierarchy, rational and adhocracy that ultimately resulted in a core values in looking at the concept of organizational culture as a way of looking in achieving goals. These core values include; these include sensitivity or integrity, identity, responsibility, discipline and orientation results in realizing the objectives of the Organization (Jones, 2006)

Organizational culture played an important role to influence job satisfaction. The presence of integrity, identity, responsibility, discipline and results orientation given to members of the Organization are in line with the basic behavior of change embraced became the core of culture to reach the objectives of the Organization (Ndraha, 2004:33). Another view of the stated organizational culture has a strong influence towards achievement of individual and organizational performance. The visible reality of the individuals who are sensitive to the progress of working to improve the ability of the works, by developing creative freedom for the optimization work, individuals had the courage to develop job opportunities for achievement of work and continue to do work more professional transparency (Handy, 2007:114).

The measurement used in analyzing organizational culture include; sensitivity, independence, valance and openness (Jones, 2006; Ndraha, 2004; Quinn, 2007). Previous research results provide evidence that organizational culture positive and significant effect on the job satisfaction (Lok & Crawford, 2004; Brahmasari & Suprayetno, 2008; Tsai, 2011; Sunadji *et al.*, 2013; Belias & Koustelios, 2014). Later evidence of causality other shows that organizational culture positive and significant effect on the organizational commitment (Ghina, 2012; Chaterina & Intan, 2012; Rasid *et al.*, 1995). The rebuttal of the findings of other researchers that organizational culture negative and not significant effect on the organizational commitment (Winardi & Musnadi, 2012).

2.4. Job satisfaction and organizational commitment

Job satisfaction is becoming a very important issue for the organization because theoretically job satisfaction as a series of individual perception will influence the attitudes and behavior of individuals carrying out his job. Employee job satisfaction level is high the Organization will benefit not only to satisfy the interests of the Organization but also in the framework of the achievement of the objectives of the organization. Job satisfaction is a set of individual feelings about the perception of pleasant or unpleasant environment of the Organization and the job done (Barney & Griffin, 1992). Job satisfaction as the alignment of one's expectations that arise and the rewards are awarded from the job. This sense indicated that job satisfaction is closely related to aspects of Justice, psychological contract between individuals with organizations, and individual motivation, the more aspects in the work in accordance with the wishes and expectations of the individual, then the higher levels of job satisfaction that occurs within the Organization (Davis & Newstrom, 1993:396).

Five models of job satisfaction, namely; fulfilment needs, explaining that satisfaction is determined by the characteristics of a job that allows one to be able to meet its needs, the lack of which is a glaring discrepancy models that explain that satisfaction is a result of expectations are met, the achievement of value explained that satisfaction comes from the perception that a job allows for fulfilment of the work values that are important from the individual, fairness explained that satisfaction is a function of how an individual is treated with respect to the work, and the character or is a genetic condition that attempt to explain some of the people were satisfied with the situation and certain working conditions, but some felt dissatisfied with the condition. Based on the conception, then job satisfaction is seen as a positive attitude every employee against the job they do and measured through five indicators, namely; satisfaction with work, satisfaction with the work Environment, satisfaction with superiors, policy, satisfaction with salary and satisfaction with co-workers (Kreitner & Kinicki, 2008:95; Wang *et al.*, 2012; Khan *et al.*, 2012).

Understanding of job satisfaction has a broad aspect of job satisfaction not only can be understood from the physical aspects of her work itself, but from the side of the non physical. Job satisfaction associated with physical tasks in carrying out its work, the environmental conditions of its work, it also relates to the interactions with your fellow co-workers, as well as a system of relations among them. In addition, job satisfaction is also related to the prospect with his work does give hope to thrive or not. The more aspects of hope are met, then the higher levels of job satisfaction. Job satisfaction can be seen from several aspects such as the level of productivity, the level of attendance, and degree of resignation from a job. In addition to this work in many cases discontent is often manifested in destructive acts of active and passive, as it likes to complain, to be not wayward against regulation, not trying to keep company assets, letting bad things kept happening, and shy away from its responsibility that ultimately affect organizational commitment. Organizational commitment is defined as a measure of the strength of the identification of the employees with the purpose and values of the Organization and engages in it, organizational commitment is also becoming a better indicator for employees who want to stay in his job or want to move on. The commitment of the employees in the organization also discussed the proximity of employees to organizations where they are located and reflect the power of employee engagement and loyalty to the organization. Engagement and loyalty is strongly affected by the extent of the work that is charged to the employees in accordance with their expectations (McKenna, 2004:63).

Increasing organizational commitment towards high is a very important thing towards motivation and the quality of the employees who work for public sector because the public service requires a good level of commitment in an employee-owned commitments both hence public service is also good and vice versa while the public service has been affected by cultural barriers that exist (Romzek, 1990; Suliman, 2002). Basically employees that want to contribute to achieving the objectives of the Organization in which to achieve the objectives of this organization have been influenced by the nature of the commitment, while the Manager on the environment the Government has very limited ability to provide extrinsic rewards such as promotions and salary increases/rank (Meyer & Allen, 1991). The measurement of organizational commitment are described through; pride in organization, care organization, loyalty, trust, happiness and understanding (Meyer & Allen, 1991; Shepperd & Mathews, 2000). Empirical facts provide evidence that job satisfaction is positive and significant effect on the organizational commitment (Lok & Crawford, 2004; Malik *et al.*, 2010; Samad, 2011; Wang *et al.*, 2012; Khan *et al.*, 2012; Dizgah *et al.*, 2012; Ayesha Nazish *et al.*, 2013; Purnama, 2013).

III. RESEARCH METHOD AND VARIABLES RESULT

Table 1. Profile of respondents

characteristics of respondents		Frequency (n =138)	Percent (%)
Gender	Male	79	57,25
	Female	59	42,75
Age (years)	≥ 25	1	0,72
	26 – 30	44	31,88
	31 – 40	42	30,43
	41 – 50	29	21,01
	≤ 51	22	15,94
Religion	Moslem	104	75,36
	Christian	34	24,64
Level of education	Senior secondary school	15	10,87

	Diploma	27	19,57
	Graduate degree program	80	57,97
	Masters program	16	11,59
Years of work experience	≤ 10	108	78,26
	11 - 20	23	16,67
	≥ 21	7	5,07

Explanatory research is used as an approach in analyzing the causality between the variables built into this model by using employees who work on 7342 37 units of work devices area of Papua Province. The technique of sampling is done using random sampling through proportionate formulations Solving (Uma Sekaran, 2003:89), so that they obtained quantities of samples a number of 379 officers with the level of response of 36,41%, resulting in overall unit analysis only amounted to 138 employees. Table 1. shows a few things related to the characteristics of the respondents, that the civil servant as professions required to retort in work and for that of the dominant male performed a number of 57,25%, with the level of age of maturity (energetic) are on age range between 26 – 30 years, as well as a Muslim and as well as having enough knowledge in performing the duties and obligations which are predominantly undergraduate holders then have a working period of ≤ 10 years so that perceived can provide service to the community as an implementation of a function belonging to civil servants civil.

The results of the descriptive statistics of the variables that explain the research value of the mean and the value of Pearson's correlation research instrument, it can be shown in following the Table:

Table 2. Descriptive statistics for the research instrument

Variable	Measurement	Mean	Person Correlation
Career development	ability of a leader	3.99	0,564
	intellectual ability	3.99	0,502
	managerial ability	3.99	0,726
	promotion	4.01	0,514
	experience	4.02	0,639
	education	4.03	0,437
Leadership style	participative	4.02	0,544
	nurturing	4.05	0,58
	directive	4.06	0,533
	supportive	4.15	0,643
	achievement-oriented	4.05	0,656
Organizational culture	sensitivity	4.00	0,577
	independence	3.99	0,588
	valance	4.00	0,602
	Openness	4.00	0,479
Job satisfaction	satisfaction with work	4.20	0,544
	satisfaction with the work environment	4.20	0,58

	satisfaction with superiors policy	4.09	0,533
	satisfaction with salary	4.16	0,643
	satisfaction with co-workers	4.22	0,656
Organizational commitment	Pride in organization	4.15	0,606
	care organizations	4.25	0,471
	Loyalty	4.15	0,67
	Trust	4.19	0,578
	Happiness	4.15	0,486
	understanding	4.15	0,515

3.1. Effect of career development on job satisfaction

Career development undertaken aimed at improving technical skills, conceptual, theoretical and moral accomplishment of his work so that employees can achieve optimum results. A career development can be seen as growth ability happens far beyond what is required in a given job. Career development carried out aimed at improving technical skills, conceptual, theoretical and moral accomplishment of his work so that employees can achieve optimum results. A career development can be seen as growth ability happens far beyond what is required in a given job. Career development has a very important position against the Organization in improving the ability and adapt to changes in the competitive environment. The influence of career development on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.116 with positive direction. Influence coefficient marked positive, meaning that a good career development tends to increase employee job satisfaction. In addition it can be evidenced by the value of the critical ratio = 2.486 > 2.00 and probability values of 0,038 < $\alpha = 0, 05$.

The test results prove positive and influential career development significantly to job satisfaction. The statement meant that a good career development provides a tangible influence against employee job satisfaction. This gives the implication that the employee career development, namely in terms ability of a leader, intellectual ability, managerial ability, promotion, experience and education into the causes of the high job satisfaction as evidenced by the average value of respondents stairs 4.00 in explaining career development. The results of this study support the findings prove that influential positive career development and significantly to job satisfaction (Matalia, 2012).

3.2. Effect of leadership style on job satisfaction

Good leadership greatly influences job satisfaction; job satisfaction is employee assessment, feeling or attitude of a person or employee toward his work and is associated with the work environment, the types of jobs, compensation, relationships between co-workers and social relations at the places of work. Creation of employee satisfaction can be created if the variables that will be affected (such as, leadership and organizational commitment can be accommodated and accepted by all employees within an organization).

The effect of leadership styles on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.126 with positive direction. Influence coefficient marked positive, meaning that a good leadership style tended to increase employee job satisfaction. In addition it can be evidenced by the value of the critical ratio = 2.251 > 2.00 and probability values of 0,042 < $\alpha = 0, 05$. This state indicates that the style of leadership can improve employee job satisfaction, as shown by the high employee satisfaction on satisfaction with work, satisfaction with the work Environment, satisfaction with superior's policy, satisfaction with salary and satisfaction with co-workers.

The results of these studies provide indications that the style of leadership in its implementation indicated by; do the coordination with subordinates, treat employees with the same, hanging out informally with subordinates, noticed a subordinate in completing tasks, cherish the subordinates, doing detailed work procedures, grant a part of authority to subordinates, prioritize the interests of the Organization, have a high level of confidence, ability to conduct surveillance against the activities of the Organization, prioritizing tasks, completing the job on time, and increase knowledge of subordinates through education and training have been shown to good use. The results of this study provide evidence that leadership style is good, because employee job satisfaction has increased, which is demonstrated by the increasing satisfaction of employees against

financial compensation they received, the policy of promotion is done, a co-worker, supervisor, as well as the work itself

The findings of this study supports previous research results, that the style of leadership and significant positive effect on job satisfaction (Thorlakson & Murray, 1998; Lok & Crawford, 2004; Challagalla & Shervani, 2006; Brahmasari & Suprayetno, 2008; Bushra *et al.*, 2011; Voon *et al.*, 2012; Tsai, 2011; Paracha *et al.*, 2012; Sunadji *et al.*, 2013; Long *et al.*, 2001). These findings are then obtained the positive effect that the leadership of the rebuttal and not significantly to employee job satisfaction (Matalia, 2012). The results of this research show that good leadership is expected to motivate employees to work better, that in general employees prefer a supportive leadership style because of the leadership of the highly prioritized the interests of the Organization, have a high level of confidence, and also has the capability of supervision is high on any activities of the organization.

3.3. Effect of organizational culture on job satisfaction

The effect of organizational culture on job satisfaction can be evidenced by the component values of the regression weight estimate of 0.353 with positive direction. Influence coefficient marked positive, meaning that the organizational culture that both tend to increase employee job satisfaction. In addition it can be evidenced by the value of the critical ratio = 1.352 > 2.00 and probability values of 0,095 < α = 0, 05, that organizational culture positive and no significant effect on the satisfaction of employees, organizational culture which is applied for has been well understood but the application of the organizational culture does not provide any real influence in improving employee job satisfaction. Organizational culture is represented over the years include; sensitivity, Independence, valance and openness has not been entirely can be applied well in increasing high job satisfaction.

Realization of the application of organizational culture in the form of sensibility that is understood by most employees as employees of each response towards the achievement of the objectives and interests of the Organization, but in practice has not been entirely employees being able to practise the sensitivity element well in realizing the job satisfaction. Employees understand and know that each of them should respond to the interests and the achievement of the goals, but the fact employees are often confronted by the choice to implement practices that deviate from the provisions and rules that apply in the discharge of his duties.

The application of organizational culture can also be seen from the employee freedom in running the activity it works according the level of satisfaction achieved. Freedom of giving a positive influence as a symbol that the feelings of employees that is free in expressing an idea or ideas in the Organization, but in fact such freedom is difficult because sometimes actualized by an employee of the idea or the idea of them less cared for primarily by policy makers that there is a unit of work. Development of organizational culture is always correlated with courage, particularly with regard to the issue of employee-owned zeal to avoid failure and grab the opportunity in doing their job. Employees have understood the importance of organizational culture associated with courage, and this gives a positive influence towards the satisfaction of employees itself, but in reality not all employees were able to avoid failure and grab the opportunity in doing their job properly, so it's not significant in manifesting job satisfaction.

Openness as a part of the organizational culture provide a positive effect on the employees satisfaction, but in fact the tendency of employees in carrying out his duties which is not in accordance with the operational standards that have been set. Job satisfaction is something that is individual, so that each employee has the satisfaction level varies according to the prevailing system of values on him. For it is recommended to pay attention to the implementation of the organizational culture for being the cause factor high and low job satisfaction. The result of this study refutes the findings of earlier researchers, that the organizational culture a positive and significant effect on the job satisfaction (Lok & Crawford, 2004; Brahmasari & Suprayetno, 2008; Tsai, 2011; Chaterina & Intan, 2012; Sunadji *et al.*, 2013; Belias & Koustelios, 2014).

3.4. Effect of career development on organizational commitment

Career development should be done through employee career growth needs, create the conditions and opportunities for career development as well as to make adjustments between the two. Career development is also very helpful employees in analyzing their interest and willingness to grow more can be tailored to the needs of human resources in line with the growth and development of the organization. The effect of organizational commitment on career development can be evidenced by the component values of the regression weight estimate of 0.434 with the positive direction. Influence coefficient marked positive, meaning that a good career development tends to increase organizational commitment. In addition it can be evidenced by the value of the critical ratio = 2.00 > 3.365 and probability values of 0,000 < α = 0, 05, that career development a positive and significant effect on the organizational commitment.

The results of this research gives the implication that the employee career development, in terms of the ability of a leader, intellectual ability, managerial ability, promotion, experience and education, be the cause of the creation of a high organizational commitment, career development can improve; pride in organization, care organization, loyalty, trust, happiness and employee understanding. The results of this study refute the findings of earlier researchers that career Development a positive and significant effect on the organizational commitment (Ayesha Nazish *et al.*, 1995).

3.5. Effect of leadership style on organizational commitment

Leadership in an organisation is very important, the leadership role in the interest of individual performance potential for the utmost in the achievement of the objectives of the organization. A weak leadership resulted in low organizational commitment. The ideal leader is someone who has extensive insight, become a motivational speaker and mentor, be fair and open, assertive, and can create good academic atmosphere. The influence of leadership styles against organizational commitment can be evidenced by the component values of the regression weight estimate of 0.318 with positive direction.

Influence coefficient marked positive, meaning that a good career development tends to increase organizational commitment. In addition it can be evidenced by the value of the critical ratio = 3.189 > 2.00 and probability values of 0,000 < α = 0, 05, that the leadership style of a positive and significant effect on organizational commitment. The condition shows that leadership style can enhance organizational commitment that every employee has the feeling of being proud to be a part of the organization, care about the fate of its organization, loyalty to the Organization, have a strong belief against the values of the organization, have a feeling glad to organizations, and understands well the policies of the organization. This study supports the findings of earlier researchers that the leadership style of positive and significant effect on organizational commitment (Suliman, 2008; Bushra *et al.*, 2011; Wang *et al.*, 2012; Ahmadi *et al.*, 2012; Mutmainah *et al.*, 1995; Raja & Palanichamy, 2011).

3.6. Effect of organizational culture on organizational commitment

Quality improvement requires a conducive organizational process, it takes the effort of improvement on an ongoing basis on the format of the organizational culture that serve as a guide for members to behave in the Organization in carrying out its job every day, so the behavior of the members of the organization can be routed properly and can effectively achieve the desired goal. The effect of organizational culture on organizational commitment can be evidenced by the component values of the regression weight estimate of 0.494 with positive direction. Influence coefficient marked positive, meaning that the organizational culture that both tend to increase the organizational commitment.

In addition it can be evidenced by the value of the critical ratio = 1.179 > 2.00 and probability values of 0,136 < α = 0, 05, that the leadership style of influential positive but not significant toward organizational commitment. Organizational culture in practice proved unable to increase employee commitment against the organization. The condition caused, because employees haven't been fullest response or sensitivity with good against the interests and objectives of the Organization, employees have less feeling or are not free to express ideas or ideas within organizations, employees are less or do not have the courage to avoid failure and grabbed opportunities within organisations, and servants less or do not have an openness in the conduct of the activities of the organization. The more feeble perceptions of employees against the culture of the Organization, it will have an impact on the lower employee commitment to organizations. This study supports the findings of previous researchers that organizational culture does not significantly affect on organizational commitment (Winardi & Mustadi., 2012). Other researchers then refuse that organizational culture positive and significant effect on the organizational commitment (Ghina, 2012; Chaterina & Intan, 2012; Rasid *et al.*, 1995).

3.7. Effect of job satisfaction on organizational commitment

Employee satisfaction can be created through the alignment of employee expectations with reality obtained at work. Employee satisfaction in work is also an important factor to get the optimal results. When an employee feel satisfaction in work surely he will attempt to make the most with all the ability it has to enhance the organizational commitment, especially in resolving the tasks of his job. Satisfied employees against work compelled to further improve organizational commitment. The effect of job satisfaction on organizational commitment can be evidenced by the component values of the regression weight estimate of 0.190 with positive direction. Influence coefficient marked positive, meaning that the organizational culture that both tend to increase the organizational commitment. In addition it can be evidenced by the value of the critical ratio = 1.760 > 2.00 and probability values of 0,064 < α = 0, 05.

The results showed that employee satisfaction is positive but no significant effect the organizational commitment. This state indicates that the employee job satisfaction level is high in the implementation is not able to improve the organizational commitment of employees. That in general employees have not obtained the

job satisfaction that corresponds to their expectations caused by the working environment factors, policy, the granting of salary, and low job satisfaction among employees so that affect low organizational commitment of employees demonstrated by pride in organization, care organization, loyalty, trust, happiness and employee understanding. This evidence refutes the findings of previous researchers that the job satisfaction has a positive and significantly effect on organizational commitment (Lok & Crawford, 2004; Malik, *et al.*, 2010; Samad, 2011; Wang *et al.*, 2012; Khan *et al.*, 2012; Bushra *et al.*, 2013; Ayesha Nazish *et al.*, 2013; Purnama, 2013).

IV. CONCLUSION AND RECOMMENDATIONS

A weak organizational culture does not increase employee job satisfaction and organizational commitment. The results of this research show that the implementation of the organizational culture belongs to the weak shown through sensibility employees in understanding and implementing in earnest its work so that it can help the Organization in the achievement of its objectives, the freedom of the officers in the exercise of its activity it works yet understand well, lack the courage for employees willing to assume the risk and employee understanding of what they are supposed to do is not comply with operational standards that have been set so low affect job satisfaction and organizational commitment of employees.

Generally the level of job satisfaction employees are in a low level so that it has not been able to create organizational commitment of employees toward high while on the other side of career development have been implemented with good style and good leadership and demonstrated the superior giving the real impact against the high job satisfaction and organizational commitment of employees. There are three basic things should be upgraded to a better direction, i.e. organizational culture and organizational commitment and job satisfaction which in practice proved to be not yet implemented or shown so well that this study provides recommendations to employees and the leadership to make improvements in order to ensure the implementation of good governance

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