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THE EFFECT OF ORGANIZATIONAL CULTURE, EMPLOYEE ENGAGEMENT, AND JOB SATISFACTION ON EMPLOYEE ORGANIZATIONAL COMMITMENT AT PT AEROFOOD ACS SURABAYA

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Abstract: This study is intended to examine the effect of organizational culture, employee engagement, and job satisfaction on organizational commitment of PT Aerofood ACS Surabaya. This type of research uses quantitative descriptive research methods. The location of the research conducted by the author to test the hypothesis is at PT Aerofood ACS - Surabaya which is located on Jl. Raya Juanda Airport Sidoarjo - East Java with a zip code of 61253. The number of respondents in this study were 100 people. This study uses questionnaire primary data with a Likert scale which is processed using SmartPLS with validity and reliability tests. The results obtained are employee engagement and job satisfaction have a significant effect on organizational commitment, while organizational culture has no significant effect.

Keywords: Organizational Culture, Employee Engagement, Job Satisfaction, Organizational Commitment.

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Introduction

PT Aerofood ACS Surabaya is an international standard Inflight Catering service provider that is committed to improving the quality of life by providing quality products supported by reliable human resources, integrated supply chain management, business process innovation and technology. As an international standard Inflight Catering service provider, PT Aerofood ACS continues to be consistent in maintaining the company's reputation by providing best-in-class premium catering services [1].

Organizational commitment in employees is a factor that requires additional attention in the field of human resources [2]. Individuals who are highly committed to the organization will continue to work for the progress of the organization, therefore this factor is indispensable [3] [4]. Many employees show a sense of emotional attachment, this can be seen from the enthusiasm and dedication they provide. They feel proud to be part of PT Aerofood ACS Surabaya, which is a fully committed international Inflight Catering service provider.

Every company has an organizational culture that is different from one another, the existence of a good organizational culture is expected to increase organizational commitment [5]. Organizational culture plays an important role in the success or failure of the organization and has an impact on employees on organizational commitment [6]. Organizational culture is an

environment that shapes the beliefs, behaviors, and thoughts of employees in the organization [7] [8].

Increasing employee engagement in the company is also related to organizational commitment [9], the stronger employee engagement in the organization, the higher the employee's organizational commitment so that the company will be stronger [10]. Where employees have full involvement in their work [11]. When employees have enthusiasm, initiative and passion for work, it shows that they want to stay in their organization [12].

Another important thing related to the commitment of an organization is job satisfaction in the organization. Job satisfaction is an employee's evaluation and relates to the workplace, type of work, coworkers, and how social interactions in the workplace [13]. Employee job satisfaction will increase when employees see that leaders value their contributions and get input and guidance which results in increased organizational commitment [14].

By conducting observations of PT Aerofood employees, this research is intended to examine the importance of organizational culture, employee engagement, and job satisfaction on the organizational commitment of PT Aerofood ACS Surabaya in order to realize the company's vision and mission. It is expected that this research will be useful for companies in an effort to increase organizational commitment. It is hoped that this research can educate readers about various theoretical perspectives on the importance of organizational culture, employee engagement, and job satisfaction on organizational commitment.

The existence of evidence gaps in previous research is the impetus for this research. Based on research [15], this study examines 3 variables, namely organizational culture and job satisfaction on organizational commitment, in this study only using 3 variables. Meanwhile, the research currently conducted by researchers will be developed by adding 1 additional variable, namely employee engagement to organizational commitment. The difference that is also a gap in previous research uses probability sampling techniques in sampling [15]. While in this study using purposive sampling technique with data obtained from the results of questionnaire calculations using a Likert scale. Another difference that is a gap in this study is that in previous studies using the SPSS program in data processing [15]. While in this study using SmartPLS.

Methods

This type of research uses quantitative descriptive research methods by describing the numbers that have been obtained as a result of research. The population used was 100 employees of PT Aerofood ACS Surabaya. The sample technique used in sampling is purposive sampling. The research location is on Jl. Raya Juanda Airport Sidoarjo - East Java with zip code 61253. The data source used in this study is primary data. Primary data is obtained based on filling out questionnaires by respondents. The data obtained will then be processed using the SmartPLS program and using data analysis techniques validity test and reliability test. In addition, using multiple linear regression tests, t tests, and f tests to test the hypothesis.

Results and Discussion

Description of respondents

In this study the authors took a sample of employees of PT Aerofood ACS - Surabaya using a Google Form questionnaire distributed via the WhatsApp application. A review of the characteristics of 100 respondents will be given a presentation of the respondent's characteristic data to provide an overview of the respondent's self-state.

Table 1 Characteristics of respondents

VARIABLES	CATEGORY	FREQUENCY	PERCENTAGE (%)
Gender	Male	64	62,7
	Female	38	37,3

Age	<21 years	14	13,7
	21-30 years	68	66,7
	31-40 years	7	6,9
	41-50 years	4	3,9
	>50 years	9	8,8
Length of Employment	<1 years	21	20,6
	1-5 years	63	61,8
	6-10 years	4	3,9
	11-15 years	4	3,9
	>15 years	10	9,8
Employment Status	Permanent Employee	59	57,8
	Contract Employee	31	30,4
	Intern Employee	12	11,8

Source: data processed

Based on the data in table 1, it can be concluded that the characteristics of respondents for men were 62.7% or 64 respondents, while women were 37.3% or 38 respondents. In addition, the age category with the largest number of respondents was at the age of 21-30 years, namely 66.7% or 68 respondents, while the smallest respondent was 41-50 years old, only 3.9%. This means that the majority of respondents have ages in the productive period, namely 21 to 30 years. Based on the data on the characteristics of the length of work above, it can be seen that 1-5 years is more with 61.8% compared to those who have worked for 6-10 years and 11-15 years, namely 3.9%. Table 1 also shows that the number of permanent employees is more dominant than contract employees and interns. 57.8% are permanent employees, while 30.4% are contract employees and 11.8% are apprentices. This condition shows that employees at PT Aerofood ACS - Surabaya are dominated by permanent employees

Measurement Model Analysis (Outer Model)

Analysis in this study uses Partial Least Square (PLS). The Outer Model test starts with the PLS Algorithm found in the figure below. From the output results, the analysis can then be evaluated with the measurement model (outer model) by testin convergent validity, discriminant validity and reliability

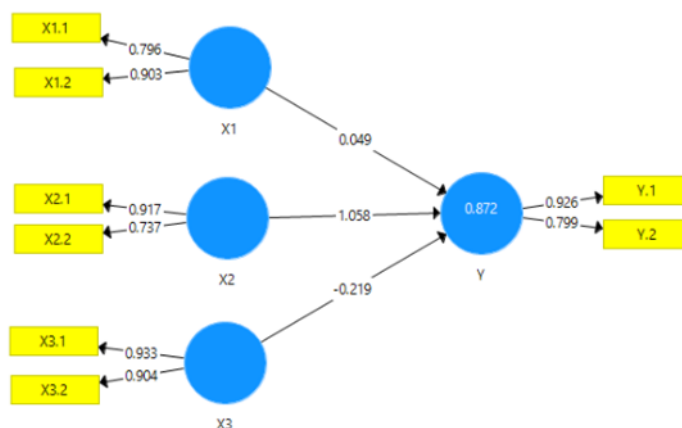


Figure 1. Outer model SmartPLS

The validity test measures how accurately the measuring instrument performs its measurement function or produces the desired results. This can be achieved by finding out how each statement Measurement model testing (outer model) is used to determine how latent variables and manifest

variables interact. This test includes convergent validity, discriminant validity and convergent validity reliability.

Convergent Validity Testing Results

The outer model value or loading factor can be used to test convergent validity. The outer loading value of each indicator on the research variables shows that each indicator of the organizational culture variable (X1), employee engagement (X2), job satisfaction (X3) and organizational commitment (Y) has an average outer loading > 0.7 . So it can be stated that the indicators of each variable meet the requirements of convergent validity.

Reliability Testing Results

Composite Reliability is carried out to evaluate the reliability of indicators for each variable. This study is a combined value of variable reliability considered qualified if the value is > 0.7 . The following can be seen the composite reliability value in table 2:

Table 2 Composite Reliability

Variables	Composite Reliability
Organizational Culture (X1)	0.839
Employee Engagement (X2)	0.817
Job Satisfaction (X3)	0.915
Organizational Commitment (Y)	0.855

Source: SmartPLS output results

Based on the test results in table 2, the composite reliability value of the organizational culture variable is 0.839, the composite reliability value of employee engagement is 0.817, the composite reliability value of job satisfaction is 0.915, and the composite reliability value of organizational commitment is 0.855, indicating that the value of all these variables is greater than 0.7, which means that all variables are declared reliable.

The model construct can be said to have high reliability if the AVE exceeds 0.5, so the model structure is considered to have high reliability. If $AVE > 0.5$ the data is considered reliable. The AVE values for all variables are shown below:

Table 3 Average variance extracted

Variables	AVE
Organizational Culture (X1)	0.839
Employee Engagement (X2)	0.817
Job Satisfaction (X3)	0.915
Organizational Commitment (Y)	0.855

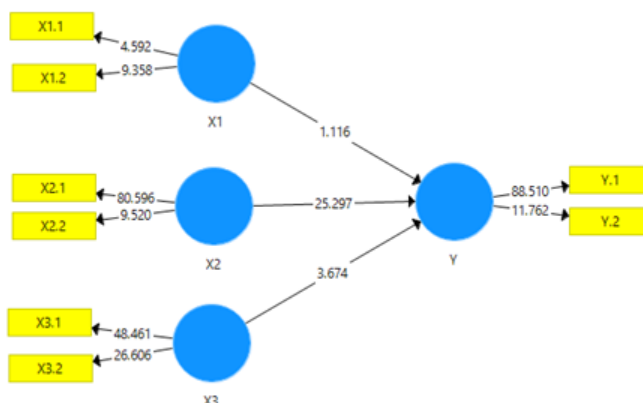
Source: SmartPLS output results

Based on table 3, it shows that the AVE value of all variables is more than 0.5. Therefore, all variables can be considered reliable. This means that each variable has good discriminant validity [16].

Structural Model Testing Results (Inner Model)

Testing the inner model or structural model is done by looking at the relationship or influence between constructs, significant values and R-Square (R^2) of the research model. Measurement analysis using SmartPLS 3.0 shows a picture in the following form :

Image 2 Inner loading SmartPLS



Source: SmartPLS output results

In this process to explain the strength of the relationship or influence of the independent latent variable on the dependent latent variable using the measurement standard 0.75 is declared strong, 0.50 is declared moderate and 0.25 is declared weak. The table below is the result of the R-Square estimate using SmartPLS :

Table 4 R-Square Value

Variables	R Square
Organizational Commitment (Y)	0.695

Source: SmartPLS output results

Table 4 shows that the organizational commitment variable (Y) has an R-Square value of 0.695 or 70%. This value indicates that the structural model of this study is categorized as strong because it has an R-Square value > 0.67 . It can be concluded that the variables of Organizational Culture (X1), Employee Engagement (X2), and Job Satisfaction (X3) can measure and have a good relationship with the Organizational Commitment variable with a good R-Square value of 70%.

Hypothesis Test

The results of data processing can be used to answer the research hypothesis. The coefficient value is used to test the hypothesis of this study. If the coefficient value shows a positive value, then this hypothesis is considered to have a positive relationship [17]. This research can be said to be significantly accepted if the P-Values value < 0.05 and the t-statistic value > 1.96 . The following are the results of hypothesis testing :

Table 5 Bootstrapping

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.049	0.043	0.044	1.116	0.265
X2 -> Y	1.058	1.056	0.042	25.297	0.000
X3 -> Y	-0.219	-0.205	0.060	3.674	0.000

Source: SmartPLS output results

Based on table 5, it can be explained that[18]:

1. Based on the SmartPLS measurement results from the Organizational Culture variable, the value of the variable is $t_{count} < t_{table}$ with a value of $1.116 < 1.979$, while the p-value measurement is $0.265 > 0.05$. It can be concluded that from the results of these measurements it is explained that Organizational Culture does not have a significant effect on the Organizational Commitment of 100 employees who work at PT Aerofood ACS - Surabaya.

2. Based on the results of the SmartPLS measurement of the Employee Engagement variable, the value of the variable is $t_{count} > t_{table}$ with a value of $25,297 > 1,979$, while the p-value measurement is $0.000 < 0.05$. It can be concluded that the measurement results explain that Employee Engagement has a positive and significant effect on the Organizational Commitment of 100 employees working at PT Aerofood ACS - Surabaya.
3. Based on the results of the SmartPLS measurement of the Job Satisfaction variable, the value of the variable is $t_{count} > t_{table}$ with a value of $3.674 > 1.979$, while the p-value measurement is $0.000 < 0.05$. It can be concluded that from the measurement results it is explained that Employee Engagement has a positive and significant effect on Organizational Commitment of 100 employees who work at PT Aerofood ACS - Surabaya.

Discussion

The Effect of Organizational Culture on Organizational Commitment

Based on the results of this study, it proves that organizational culture has no significant effect on organizational commitment. This proves that the guidelines and principles that are socialized to employees have no effect on employees' willingness to be part of the organization. This means that employee commitment to the organization is not influenced by how well employees understand the principles and guidelines in the organization. This is possible because the company does not specifically explain the organizational culture, namely the company's vision and regulations in certain places so that employees do not understand this but employees already have a high commitment to the organization. Whether or not employees understand the organizational culture does not affect employees' willingness to work. The results of this study are in line with the results of previous research researched by [19], [20], [21], [22] and [23].

Organizational culture is built by several indicators, including the value of integrity, the value of professionalism, the value of synergy, the value of service and the value of perfection. The largest contribution is in the indicator of the value of professionalism to the company, which is intended by the majority of respondents who strongly agree that the employees of PT Aerofood ACS - Surabaya consider it important to work with high standards and respect existing norms. Organizations that prioritize high quality standards tend to encourage employees to work competently, but also respect company norms.

There is no effect of organizational culture on organizational commitment because direct experience of employees has a greater influence on commitment than the cultivation of normative cultural values. This is also supported by the majority of employees whose tenure is 1-5 years still have not internalized organizational culture into habits.

The Effect of Employee Engagement on Organizational Commitment

Based on the results of the study, it proves that employee engagement has a positive and significant effect on organizational commitment. This means that the more employee engagement in work, the more committed to the organization. This shows that employees who have high motivation at work will affect organizational commitment. The results of this study are supported by research [10], [11], [12], [24] and [25].

Employee engagement is built by several indicators, including passion, dedication and absorption. The largest contribution is in the indicator of enthusiasm for the company, which is intended by the majority of respondents who strongly agree that the employees of PT Aerofood ACS - Surabaya feel that enthusiasm at work provides positive energy. Employees who feel attached and committed tend to work proactively and efficiently.

The effect of employee engagement on organizational commitment is because the strong emotional involvement of employees makes them more attached to the company. This is indicated by the majority of employees whose employment status as permanent employees so that they have a stronger sense of security and responsibility compared to contract employees and interns.

The Effect of Job Satisfaction on Organizational Commitment

Based on the results of the study, it proves that job satisfaction has a positive and significant effect on organizational commitment. This means that the higher the level of satisfaction felt by employees, the stronger the employee's commitment to the company. This shows that employees who feel comfortable with the company will strengthen commitment to the organization. The results of this study are supported by research [7], [26], [27], [28] and [29].

Job satisfaction is built by several indicators, including the job itself, salary, promotion, supervision, and coworkers. The biggest contribution is in the salary indicator to the company, which is intended by the majority of respondents who strongly agree that the employees of PT Aerofood ACS - Surabaya are satisfied with the salary offered in accordance with expectations can increase employee commitment to the organization. Employees who see the relationship between salary and commitment will be more motivated to give their best.

The effect of job satisfaction on organizational commitment is because the sense of satisfaction that employees have makes a positive perception of the organization. This is also supported by the majority of employees aged 21-30 years who are at a productive age so that at this stage it is early to seek career stability

Conclusion

Based on the results of the research conducted, organizational commitment at PT Aerofood ACS - Surabaya is an interesting focus to discuss. Organizational commitment with the company is not fully built only through strengthening organizational culture. This reflects that even though employees work in an environment with good values of professionalism, integrity, and synergy is not enough to significantly affect commitment. Instead, employee engagement and job satisfaction are proven to play a significant role in building organizational commitment. The biggest influence is on employee engagement. The limitation in this study is that it does not clarify the requirements on purposive employees who have worked for more than 5 years because most employees who have worked for less than 5 years are less effective for organizational culture.

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