

EFFECT OF QUALITY OF WORK LIFE, JOB SATISFACTION, AND LEADERSHIP STYLE ON ORGANIZATIONAL COMMITMENT ON EMPLOYEES OF PT. TUNAS JAYA CIPTA MEDAN

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Abstract

In this modern era, companies need superior resources in order to achieve company goals. Companies need strong internal resources and can face all the challenges and changing times. The study aimed to determine the influence of Quality of Work Life, Job Satisfaction, and Leadership Style on Organizational Commitment to Employees of PT. Tunas Jaya Cipta Medan. This study took the population of all employees at PT. Tunas Jaya Cipta Medan had as many as 35 people. The sampling technique applied a saturated sample, meaning that the entire population was sampled. This study concluded that work life, job satisfaction, and leadership style significantly influence organizational commitment. This is indicated by the value of F-count (13.4) > F-table (2.87) with a significance level of $0.00 < 0.05$. Suggestions for PT. Tunas Cipta Jaya Medan provides a good leadership style to provide job satisfaction in the company so that commitment is getting better and increasing. Then for the Quality of Work Life to be formed in such a way as one of the achievements of organizational commitment to be more capable and reliable.

Keywords— Quality of Work Life; Job Satisfaction; Leadership Style; Organizational Commitment

Introduction

The company was built to achieve the vision and mission that had been prepared. Achieving company goals requires well-functioning management. The company's success is largely determined by the ability of employees to bring out their best potential for the company's benefit. However, not all employees are highly committed to working in the company. Organizational commitment is an emotional connection, identification, and linkage of all employees in the company (Widodo, 2015). High commitment strengthens employee productivity, reduces employee turnover, and strengthens managerial ability to operate the company. High commitment will encourage employees to work with optimal performance so that the achievement of organizational goals can be achieved optimally. In addition, organizational commitment benefits employees by opening promotion opportunities and improving employee experience in certain jobs (Siagian, 2015). Various factors influence organizational commitment, one of which is the quality of work life. Suppose a worker does not feel security and comfort from the company. In that case, employees do not have an organizational commitment. They have no intention of developing the company in the future.

In contrast, if the employee feels quality of work life, then the employee will feel

comfortable at work and the level to advance an organization or organization. Company is getting higher. In addition to the quality of life, job satisfaction also affects organizational commitment (Augustine, 2020). Job satisfaction is a person's satisfaction with what has been done or done in a company to advance the company. Job satisfaction can also be interpreted as a positive sense of work that can encourage employees to work enthusiastically. A positive feeling is, for example, a sense of pleasure in the task being carried out. If the employee has a sense of pleasure in his work, the employee works voluntarily and shows high morale (Widodo, 2015). Employee satisfaction arises when the employee can complete work that follows his goals. That way, if an employee has job satisfaction, the employee will have organizational commitment inherent in him so that with this commitment, the employee will increasingly have a clear goal to advance the company, whereas if the employee is not satisfied and happy at work, the work is done by employees is far from what is expected by the company or organization (Lestari & Sambul, 2017).

In addition to the quality of life and job satisfaction, leadership style also affects organizational commitment because the foundation of an organization or company lies in the leadership style of company leaders when running the company to achieve its goals. Leadership style is a method applied by company leaders to guide their employees whose leadership style is intended to control and encourage employees to work so that productivity increases, and vice versa if the leadership style applied by a leader cannot affect the way an employee thinks, the employee will not will be able to accept suggestions so that they will not be able to complete the work with optimal results and following the specified time this will prove that the employee does not commit within the organization (Husnan et al., 2020).

Therefore, the quality of work life, job satisfaction, and leadership style significantly affect organizational commitment. When developing or advancing an organization, these three things can work well and create goals rather than organizational commitment. However, after conducting brief interviews with several parties concerned at the company, discrepancies were found, which means that a problem occurred in the company. Where there is level of quality of work life of employees is still relatively low. This happens because employees are still confused about how they carry out their obligations following standard company procedures. It is said so because there are still employees who serve as marketing employees who should be in charge of the product promotion section, sometimes assigned to make an appropriate project implementation schedule with the provisions of the company that the site manager should work. There are also problems, such as the work achieved by employees who have not been able to optimize job satisfaction for their respective employees due to the lack of supporting facilities. It is said to be a lack of supporting facilities because most employees still have not received development career promotions, such as promotions are mostly given to highly educated employees, not to employees with high integrity towards the company, and leadership attitudes are highly demanded. Therefore, God in this company to motivate and influence employees to maximize performance has not been felt well by employees. It is said that because leaders are often not present at the office and set too many goals, it can result in a lack of motivation and loss of concentration of employees in choosing which one should take precedence or not (Mangkunegara, 2016).

This study aims to determine and analyze the effect of quality of work life, job satisfaction, and leadership style on organizational commitment to employees of PT. Tunas Jaya Cipta Medan.

Research Method

The research method uses the stages of observation, interviews, and questionnaires. Observation or observation is the activity of loading research on an object. For example, observations made in this study were observing the performance of the company and the level of

employee organizational commitment by visiting the company (Sugiyono, 2016). The interview is one of the data collection that researchers can apply to carry out preliminary studies that aim to find the problem under study. In addition, the interview was conducted, and the researcher wanted to determine the characteristics of the respondents in-depth and carry out if the number of respondents was not large (Sugiyono, 2016). This research interview was conducted on employees of the reservation and employees who work at PT. Tunas Jaya Cipta Medan. The questionnaire is a method of collecting data that is carried out through the distribution of written statements to the sample to be answered directly. The questionnaire used is a closed questionnaire, which is a questionnaire with answers that have been determined by the researcher so that the respondent's lever only chooses the answers that have been determined (Sugiyono, 2016). The questionnaire that was compiled contained research variables consisting of work quality, job satisfaction, and leadership style to determine the extent of its influence on organizational commitment. The questionnaire assessment technique is a Likert scale. The Likert scale measures attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2016). The Likert scale value used is 5 for the answer to the statement strongly agrees to 1 for the statement strongly disagrees. Strongly disagree (SD), not agree (NA), disagree (DA), agree (A), and strongly agree (SA)

Results and Discussion

Quality of Work Life

Table 1. Respondent's Answers Quality of Work Life

Question	Freq									
	SD	%	NA	%	DA	%	A	%	SA	%
1	0	0	1	2,9	6	17,1	20	57,1	8	22,9
2	0	0	1	2,9	6	17,1	19	54,3	9	25,3
3	0	0	0	0	7	20	26	74,3	2	5,7
4	0	0	5	14,3	8	22,9	20	57,1	2	5,7
5	0	0	3	8,6	8	22,9	23	65,7	1	2,9
6	0	0	3	8,6	10	28,6	19	54,3	3	8,6
7	0	0	0	0	13	37,1	16	45,7	6	17,1
8	0	0	5	14,3	2	5,7	17	48,6	11	31,4
9	0	0	0	0	1	2,9	9	25,7	25	71,4
10	0	0	6	17,1	4	11,4	24	68,6	1	2,9
11	0	0	6	17,1	5	14,3	23	65,7	1	2,9
12	0	0	0	0	6	17,1	15	42,9	14	40
13	0	0	1	2,9	5	14,3	19	54,3	10	28,6
14	0	0	0	0	7	20	16	45,7	12	34,3
15	0	0	3	8,6	3	8,6	20	57,1	9	25,7
16	0	0	0	0	8	22,9	13	37,1	14	40
17	0	0	0	0	6	17,1	15	42,9	14	40
18	0	0	3	8,6	5	14,3	16	45,7	11	31,4

Based on the distribution of the answers in Table 1, it is described as follows. The statement "I can participate to be involved in making decisions related to work" obtained the answers of respondents, among others, as many as 8 (22.9%) respondents gave answers strongly agree, 20 (57.1%) agreed, 6 (17.1%)) respondents did not agree, and 1 (2.9%) respondents disagree. The statement "I can participate in contributing ideas and suggestions in carrying out the work" obtained answers from respondents, including 9 (25.7%) strongly agree, 19 (54.3%) agree, 6 (17.1%) not agree, and 1 (2.9%) disagree. The statement "The company provides opportunities for education to increase knowledge and ability to do work" obtained answers from respondents, including 2 (5.7%) strongly agree, 26 (74.3%) agree, and 7 (20%) disagree. In the

statement "There is a good opportunity for me to be able to occupy a higher position in the future" the respondent's answers include 2 (5.7%) strongly agree, 20 (57.1%) agree, 8 (22.9%) disagree, and 5 (14.3%) not agree. The statement "If there is a conflict with co-workers or at work, the leadership helps to solve it" 1 respondent (2.9%) answered strongly agree, 23 respondents (65.7%) answered agree, 8 respondents (22.9%) answered disagree, and 3 respondents (8.6%) answered not agree. On this item, no one chose the answer strongly disagree. The statement "The leader has communicated openly within the limits of authority and responsibility" obtained the answers of respondents, including 11 (31.4%) strongly agreed, 17 (48.6%) agreed, 2 (5.7%) disagreed, and 5 (14.3%) not agree. The statement "Availability of health checkpoints in the company environment" obtained respondents' answers, including 25 (71.4%) strongly agree, 9 (25.7%) agree, and 1 (2.9%) disagree. The statement "There is a recreational program held by the company" obtained the answers of respondents, including 1 (2.9%) strongly agree, 24 (68.6%) agree, 4 (11.4%) disagree, and 6 (17.1%) do not agree. The statement "There is a security guarantee" the respondents' answers include 1 (2.9%) strongly agree, 23 (65.7%) agree, 5 (14.3%) disagree, and 6 (17.1%) not agree. The statement "The existing Occupational Safety and Health (K3) facilities are following the standard" the respondents' answers obtained include 14 (40%) strongly agree, 15 (42.9%) agree, and 6 (17.1%) disagree. The statement "I have certainty in my career path" obtained respondents' answers, including 10 (28.6%) strongly agree, 19 (54.3%) agree, 5 (14.3%) disagree, and 1 (2.9%) not agree. The statement "I feel safe as a permanent employee" found that respondents' answers include 12 (34.3%) strongly agree, 16 (45.7%) agree, and 7 (20%) disagree. In the statement "Leaders give rewards and sanctions for good and bad work" the respondents' answers include 9 (25.7%) strongly agree, 20 (57.1%) agree, 3 (8.6%) disagree, and 3 (8.6%) not agree. The statement "Incentives are given fairly and fairly following the work I have done" obtained answers from respondents including 14 (40%) strongly agree, 13 (37.1%) agree, and 8 (17.1%) disagree. Statement "I am proud to work for PT. Tunas Jaya Cipta Medan" obtained respondents' answers, including 14 (40%) strongly agree, 15 (42.9%) agree, and 6 (17.1%) disagree. The statement "I feel heavy when I leave my current job" the respondents' answers include 11 (31.4%) strongly agree, 16 (45.7%) agree, 5 (14.3%) disagree, and 3 (8.6%) not agree.

Job Satisfaction Variable

Table 2. Respondent's Answers to Job Satisfaction Variables

Question	Freq									
	SD	%	NA	%	DA	%	A	%	SA	%
1	0	0	0	0	6	17,1	25	71,4	4	11,4
2	0	0	0	0	5	14,3	27	77,1	3	8,6
3	0	0	0	0	0	0	24	68,6	11	31,4
4	0	0	0	0	10	28,6	15	42,9	10	28,6
5	0	0	0	0	0	0	30	85,7	5	14,3
6	0	0	0	0	0	0	23	65,7	12	34,3
7	0	0	0	0	4	11,4	22	62,9	9	25,7
8	0	0	0	0	7	20	21	60	7	20
9	0	0	0	0	4	11,4	25	71,4	6	17,1
10	0	0	0	0	11	31,4	17	48,6	7	20

Based on the recapitulation of answers contained in Table 2, the distribution of answers to the job satisfaction variable obtained the following description. The statement "The routine work that I do requires skills" the respondents' answers include 4 (11.4%) strongly agree, 25 (71.4%) agree, and 6 (17.1%) disagree. The statement "The routine work that I do requires ability" the respondents' answers include 3 (8.6%) strongly agree, 27 (77.1%) agree, and 5 (14.3%) disagree. The statement "The boss is friendly to employees" obtained the answers of respondents

including 24 (68.6%) strongly agree, and 11 (31.4%) agree. The statement "Superiors listen to criticism and suggestions from employees" obtained respondents' answers, including 10 (28.6%) strongly agree, 15 (42.9%) agree and 10 (28.6%) disagree. The statement "Co-workers are tolerant of fellow employees" found that respondents' answers include 5 (14.3%) strongly agree, and 30 (85.7%) agree. The statement "Co-workers encourage each other among employees" found that respondents' answers include 12 (34.3%) strongly agree, and 23 (65.7%) agree. The statement "Promotion policy is carried out fairly" the respondents' answers include 9 (25.7%) strongly agree, 22 (62.9%) agree, and 4 (11.4%) disagree. The statement "The promotion policy is carried out following my expectations" obtained by respondents' answers, including 7 (20%) strongly agree, 21 (60%) agree and 7 (20%) disagree. The statement "Salary payments are given fairly" the respondents' answers include 6 (17.1%) strongly agree, 25 (71.4%) agree and 4 (11.4%) disagree. The statement "Payment is in line with my expectations" the respondents' answers include 7 (20%) strongly agree, 17 (48.6%) agree, and 11 (31.4%) disagree.

Leadership Style Variables

Table 3. Respondent's Answers to Leadership Style Variables

Question	Freq									
	SD	%	NA	%	DA	%	A	%	SA	%
1	0	0	0	0	8	22,9	21	60	6	17,1
2	0	0	0	0	6	17,1	17	48,6	12	34,3
3	0	0	0	0	6	17,1	26	74,3	3	8,6
4	0	0	0	0	4	11,4	26	74,3	5	14,3
5	0	0	0	0	10	28,6	17	48,6	8	22,9
6	0	0	0	0	7	20	22	62,9	6	17,1
7	0	0	0	0	8	22,9	22	62,9	5	14,3
8	0	0	0	0	2	5,7	26	74,3	7	20
9	0	0	1	2,9	3	8,6	25	71,4	6	17,1
10	0	0	1	2,9	9	25,7	17	48,6	8	22,9
11	0	0	0	0	8	22,9	15	42,9	12	34,3
12	0	0	0	0	8	22,9	20	57,1	7	20

Table 3 shows that in the statement "Leaders make decisions after receiving suggestions or proposals from subordinates" the respondents' answers include 6 (17.1%) strongly agree, 21 (60%) agree, and 8 (22.9%) disagree. The statement "Leadership always makes the right decisions" gets the answers of respondents, including 12 (34.3%) strongly agree, 17 (48.6%) agree, and 6 (17.1%) disagree. The statement "Leaders always motivate employees to keep working well" got respondents' answers, including 3 (8.6%) strongly agree, 26 (74.3%) agree, and 6 (17.1%) disagree. The statement "Leadership motivates employees to think ahead" got the answers of respondents, including 5 (14.3%) strongly agree, 26 (74.3%) agree, and 4 (11.4%) disagree. The statement "Leaders communicate two-way with employees in solving problems" get respondents' answers, including 8 (22.%) strongly agree, 17 (48.6%) agree, and 10 (28.6%) disagree. The statement "There is good communication between leaders and subordinates" get answers from respondents, including 6 (17.1%) strongly agree, 22 (62.9%) agree, and 7 (20%) disagree. The statement "Leaders have the ability to good supervision of their subordinates" got respondents' answers, including 5 (14.3%) strongly agree, 22 (62.9%) agree, and 8 (22.9%) disagree. The statement "Leaders have the ability to manage employees" get respondents' answers, including 7 (20%) strongly agree, 26 (74.3%) agree, and 2 (5.7%) disagree. The statement "Leaders are responsible for the mistakes that have been made" get respondents' answers, including 6 (17.1%) strongly agree, 25 (71.4%) agree, 3 (8.6%) disagree, and 1 (2.9 %) do not agree. The statement "I am responsible if I make a mistake in carrying out my duties" get respondents' answers, including 8 (22.4%) strongly agree, 17 (48.6%) agree, 9 (25.7%) disagree, and 1 (2.9%) disagree. The statement "I can control my emotions" got respondents' answers,

including 12 (34.3%) strongly agree, 15 (42.9%) agree, and 8 (22.9%) disagree. The statement "Leaders can control emotions when there are employees who make mistakes" get respondents' answers, including 7 (20%) strongly agree, 20 (57.1%) agree, and 8 (22.9%) disagree.

Organizational Commitment Variable

Table 4. Respondent's Answers to Organizational Commitment Variables

Question	Freq									
	SD	%	NA	%	DA	%	A	%	SA	%
1	0	0	0	0	1	2,9	23	65,7	11	31,4
2	0	0	0	0	6	17,1	19	54,3	10	28,6
3	0	0	0	0	8	20,1	17	48,5	11	31,4
4	0	0	0	0	3	8,6	28	80	4	11,4
5	0	0	0	0	14	40	18	51,4	3	8,6
6	0	0	0	0	10	28,6	17	48,6	8	22,9

Table 4 shows that the Organizational Commitment variable obtained the following description. The statement "Feel comfortable working at PT. Tunas Jaya Cipta Medan" obtained respondents' answers, including 11 (31.4%) strongly agree, 23 (65.7%) agree, and 1 (2.9%) disagree. Statement "Feeling proud to be part of PT. Tunas Jaya Cipta Medan" obtained respondents' answers, including 10 (28.6%) strongly agree, 19 (54.3%) agree, and 6 (17.1%) disagree. The statement "Desire to keep working because of the need for salary" the answers of respondents include 11 (31.4%) strongly agree, 17 (48.5%) agree, and 8 (20.1%) disagree. The statement "Desire to keep working because of the benefits obtained" obtained respondents' answers, including 4 (11.4%) strongly agree, 28 (80%) agree, and 3 (8.6%) disagree. The statement "Want to spend my career at PT. Tunas Jaya Cipta Medan" was answered by respondents, including 3 (8.6%) strongly agree, 18 (51.4%) agree, and 14 (40%) disagree. The statement "I am aware that commitment is something I have to do" obtained answers from respondents, including 8 (22.9%) strongly agree, 17 (48.6%) agree, and 10 (28.6%) disagree.

Validity test

The research instrument is called valid if there is a match between the data collected and the actual data on the research object. Validity test analysis was carried out with the help of SPSS 23. The results of the validity test analysis on each variable were as follows. The validity test of the quality of work life on 18 statements showed that all statement items were valid because all r-counts were greater than r-tables. So that all items of the variable statement of the quality of work life can be used for data collection. Testing the validity of job satisfaction on ten statements shows that all statement items are valid because all r-count > r-table. So that all items of the job satisfaction variable statement can be used for data collection. Testing the validity of the leadership style on 12 statements results that all statement items are valid because all r-counts > than r-tables. So that all items of the leadership style variable statement can be used for data collection. The Test of organizational commitment to the six statements shows that all statement items are valid because all r-counts > r-tables. So that all items of the organizational commitment variable statement can be used for data collection.

Reliability Test

A reliability test is an analysis that is intended to determine whether the measuring instrument used in the study obtains constant results when used to examine the same problem. If the results are consistent, then the research instrument is reliable for data collection. The reliability

test was carried out with the help of SPSS 23. The results of the analysis of the validity test on each variable are shown in table 5.

Table 5. Reliability Test

Variable	Alpha	Test results
Quality of Work Life (X1)	0,849	Reliable
Job Satisfaction (X2)	0,674	Reliable
Leadership Style (X3)	0,831	Reliable
Organizational Commitment (Y)	0,827	Reliable

The reliability test obtained cronchbach'alpha, which is greater than 0.6, so that it can be stated that all variables meet the reliability requirements so that they can be used in data collection.

Normality test

A normality test is carried out to determine whether data is normally distributed. Good data is data that has a normal distribution. The normality test of the data was carried out using the Kolmogorov-Smirnov test. The provisions of the test decision are that if the significant value is > 0.05 , then the data is declared normal. On the contrary, if the sig value is less than 0.05, the data is declared abnormal. The test results are shown in Table 6.

Table 6. Kolmogorov Smirnov

Variable	Kolmogorov -Smirnov	Asymp. Sig. (2-tailed)	Description
Unstandardized Residual	0,853	0,461	Normal data distribution

The test results obtained a significance value of 0.461, greater than 0.05, which means that all data are normally distributed. So it can be used for regression testing.

Heteroscedasticity Test

Heteroscedasticity testing was conducted to determine if the regression model found variance inequality and residuals from each observation. Heteroscedasticity testing is done by using the Scatterplot Graph. The results of the heteroscedasticity test are shown in Figure 1.

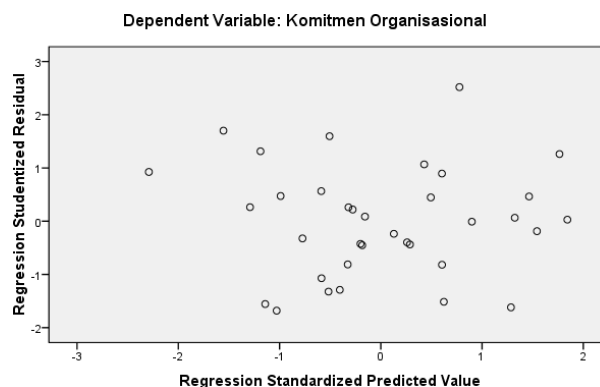


Figure 1. Scatterplot Graph

The scatterplot graph above shows that the points in the image are in a spreading position, and no particular pattern is formed. So it can be stated that all independent variables do not experience heteroscedasticity.

Multicollinearity Test

Multicollinearity is a condition with a perfect linear correlation between variables in the regression equation. A good regression model is a model that does not experience multicollinearity. Multicollinearity testing was carried out by considering the tolerance and VIF values. The results of the multicollinearity test are presented in Table 7.

Table 7. Multicollinearity Test

Variable	Collinearity Statistic	
	Tolerance	VIF
Quality of Work Life (X1)	0,982	1,019
Job Satisfaction (X2)	0,626	1,597
Leadership Style (X3)	0,619	1,616

Table 7 shows that all tolerance values are more than 0.1 and VIF values are less than 10, so it can be stated that all independent variables do not experience multicollinearity. Therefore, the regression model is feasible to be applied in research.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Test

Variable	Unstandardized Coefficients	
	B	Std. Error
Constant Value	0,259	5,953
Quality of Work Life	0,075	0,045
Job satisfaction	0,454	0,157
Leadership Style	0,232	0,090

Based on the table above, the following multiple regression model is obtained $Y = 0.259 + 0.075 X_1 + 0.454 X_2 + 0.232 X_3 + e$. From the model it can be interpreted as follows:

$a = 0.259$, which means that the value of organizational commitment is 0.259, with a note that all independent variables are zero or constant.

$b_1 = 0.075$, which indicates that the regression coefficient of the quality of work life is 0.075. This means that if the quality of work life increases by one point, the organizational commitment will increase by 0.075, assuming that all other independent variables are constant.

$b_2 = 0.454$, indicating that the regression coefficient of job satisfaction is 0.454. This means that if job satisfaction increases by one point, organizational commitment will increase by 0.454, assuming that all other independent variables are constant.

$b_3 = 0.232$, which indicates that the leadership style regression coefficient is 0.232. This means that if the leadership style increases by one point, organizational commitment will increase by 0.232, assuming that all other independent variables are constant.

Partial Test (t-Test)

The t-test was carried out to determine the effect of the independent variable on the dependent variable. In addition, hypothesis testing was carried out to determine the correlation of the analyzed variables. The results of the t-test are presented in Table 9.

Table 9. Partial Regression Test (t-test)

Variable	t	Sig.
Constant Value	0,043	0,966
Quality of Work Life	1,659	0,107

Job satisfaction	2,894	0,007
Leadership Style	2,579	0,015

The partial effect of the independent variable on the dependent variable is described as follows. In the variable quality of work life, the t-value of $1.659 < t\text{-table } 2.030$ and a significance of $0.107 > 0.05$ can be partially stated; the quality of work life does not significantly affect organizational commitment. These results indicate that the hypothesis that says "Quality of work life affects organizational commitment" is not supported by the facts. On the job satisfaction variable, a t-value of $2.894 > t\text{-table } 2.030$ and a significance of $0.007 < 0.05$, it can be stated that job satisfaction significantly influences organizational commitment. These results indicate that the hypothesis that says "Job satisfaction has a significant effect on organizational commitment" is supported by the facts. Finally, in the leadership style variable, a t-value of $2.579 > t\text{-table } 2.030$ and a significance of $0.015 < 0.05$, it can be stated that leadership style significantly influences organizational commitment. These results indicate that the hypothesis which states "Leadership style has a significant effect on organizational commitment" is supported by the facts.

The Test simultaneously / synchronously (F-test)

The F-test was carried out to determine the effect of the independent variables simultaneously on the dependent variable. Another function of the F test is to determine the ability of the regression model to predict the dependent variable. The F-test decision is based on comparing the value of the F-table and calculated F, where if $F\text{-count} > F\text{-table}$, the independent variable simultaneously affects the dependent variable.

Table 10. F-test

F-count	Sig.
13,426	0,000

Table 10 shows the results of the F test, which obtained the value of $F\text{-count} = 13,426$ and $F\text{-table} = 2.87$, so $F\text{-count} > F\text{-table}$ ($13,426 > 2.87$); this means that all independent variables simultaneously affect organizational commitment.

Determinant Coefficient (R2)

The coefficient of determination (R2) was carried out to determine the ability of the regression model to explain the variation of the dependent variable. A smaller value of R2 means that the ability of the independent variable to explain the dependent variable is also small.

Table 11. Coefficient of Determinants

R	Adjusted R Square
0,752	0,565

Table 11 shows the correlation coefficient of Quality of Work Life, Job Satisfaction, and Leadership Style is 0.565. The value is not between 0.60 - 0.79, meaning that the variables of quality of work life, job satisfaction, and leadership style do not have a close relationship with organizational commitment and seen from the analysis of the coefficient of determination, the magnitude of the contribution of the variable quality of work life, job satisfaction, and leadership style on organizational commitment indicated by the magnitude of the coefficient of determination or R2. From the table of correlation coefficient and coefficient of determination above, it is known that the coefficient of determination is 0.565 or 56.5%, meaning that the

variables of Quality of Work Life, Job Satisfaction, and Leadership Style have an influence on Organizational Commitment by 56.5% and other factors influence the remaining 43.5%.

Conclusion

This study concludes that there is no partial effect between the variables of life and organizational commitment, job satisfaction has a partial influence on organizational commitment, and leadership style partially has a significant influence on the organizational commitment variable. In addition, there is a simultaneous effect on the variables of quality of work life, job satisfaction, and leadership style on organizational commitment to employees of PT. Tunas Jaya Cipta Medan. This can be interpreted as if the value of the variable quality of work life, job satisfaction, and leadership style increases together, then the value of the variable organizational commitment will increase.

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