

**The Effect of Leadership and Organizational Culture on Organizational Commitment
(Studied in PT. PLN Control and Power Plant Unit Minahasa)**

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ABSTRACT

The objective of this study is to analyze and explain the effect of variables leadership and organizational culture on organizational commitment. This type of research is quantitative associative aims to answer the hypothesis. The sample used in this study, are 46 permanent employees at PT. PLN (Persero) Control And Power Plant Unit Minahasa and used multiple regression data analysis. These study results indicate that the significance values of the two variables are, 0.001 for Leadership variable and 0.006 for organizational culture variable. These results provide the conclusion that the leadership variable has significant effect on organizational commitment variable, because the significance coefficient $0.000 < 0.05$. And significance coefficient organizational culture variable on organizational commitment variable show that the coefficients significance $0.006 < 0.05$, it means that the organizational culture variable has significant effect on organizational commitment. The value of R² or R Square contained in the Summary Model table is 0.654, this shows that the effect of leadership and organizational culture on organizational commitment contributes 65.4% in this study. The overall results of this study explain that when good leadership is applied in the company, and organizational culture can be well received by employees, it will further strengthen their commitment in the company.

Keywords: Leadership, Organizational culture, Organizational Commitment

INTRODUCTION

Every company seeks to achieve its objectives by using a variety of ways, and one of them is to utilize all of its human resources. Human resources is seen as a subject as well as the object of implementing the policies and operations of the company, each of which has unique characteristics and needs. Human resources is also a critical success factors of the company, so it can not be equated with other production factors.

Companies themselves are required to maintain and even improve the performance of companies in the era of business competition today in order not knocked out by intense competition, so it takes a human resource who are able and ready to fight to win business competition.

To achieve that the management of human resources within a company becomes one of the things that really must be considered, because the best and most sophisticated equipment and technology used and by any company, in the end the human resources of the company that will run every activity within the company.

Human resources quality, creative, to have a good performance, and organizational commitment are high, it is required by every company to have high competitiveness with companies other and of course for the achievement of the goals set by the company.

According to Robbins (2006), "the ups and downs of the world economy led to most companies have trouble finding skilled workers to fill vacancies, offer wages and benefits likely will not be enough to obtain and retain skilled workers." Therefore, leaders need a recruitment strategy and the good management of human resources.

Management of human resources within the company is not enough to just have a good recruitment program or training and human resource development in order to improve the ability of individual employees in the company, but a good leadership and wise up organizational culture that exist in the company, has a role to maintain the satisfaction of every employee to work under his responsibility, maintain and build loyalty to the employees' commitment to the company.

Company succeed in achieving its objectives and be able to improve and develop its human resources will greatly depend on the leaders. When leaders able to lead well, it is possible the company will achieve its objectives.

(Bass: 1990) in Menon (2002) once said that "the quality of a leader is often regarded as the most important factor of success or failure of the organization", and therefore the success or failure of a company, it is usually perceived as a success or a failure of leadership.

When the applied leadership both within the company, it will form a good organizational culture by itself within the enterprise. Organizational culture itself is one thing that can determine the job satisfaction of employees that could eventually affect the commitment in the organization of employees, as proposed Robbins (2006) "that one of the primary characteristics of the organizational culture that is oriented to the people", it means that the extent to where management decisions take into account the impact of the results achieved against existing employees in the company, of course, the leadership of the decisions relating to the rules of the company and the results to be achieved, it will determine how employees respond to the work environment,

While the phenomenon was found from the results of pre-survey that happened at PT. PLN (Persero) Control And Power Plant Unit Minahasa about leadership is communications were not so intertwined between the leaders are there with employees, it still feels like something is limiting the relationship, as well as the direction of leaders who are sometimes not understood by employees, assistance and support given by leaders who are considered less clear against employees. Therefore, the employee considers relations with the leaders did not really been good with employees, so that employee commitment to the company is still considered weak.

Another case that occurred during the pre-survey on organizational culture was conducted at PT. PLN (Persero) Control and Power Plant Unit Minahasa, including the the lack of employee initiatives. The definition of employee initiatives that level of responsibility, freedom belongs to every individual in expressing opinions, the lack of toleransi against high-risk behavior to the adjustment of habit, to ways of communicating the employees because the employees own a background that is not the same start of races, religions, and cultures different to the habits that carry over from the previous place of employment which eventually adjustment of organizational culture were assessed will affect organizational commitment of employees at the company.

Based on the discussion set forth above, the writer interested to do research with the title "The Effect of Leadership and Organizational Culture on Organizational Commitment at PT. PLN Control and Power Plant Unit Minahasa"

Problem formulation

With these problems can be formulated issues to be studied are:

- 1) Whether the Leadership has a positive and significant effect to organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa?
- 2) Whether the organizational culture has a positive and significant effect to organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa?
- 3) Whether leadership and organizational culture simultaneously has a positive and significant effect to organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa?

Research purposes

Based on the formulation of the objectives of this study are:

- 1) To determine the effect of Leadership to organizational commitment PT. PLN (Persero) Control And Power Plant Unit Minahasa
- 2) To determine the effect of organizational culture to organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa.
- 3) To determine the effect Leadership and organizational culture simultaneously to commitment organizational at PT. PLN (Persero) Control And Power Plant Unit Minahasa.

LITERATURE REVIEW Organizational commitment

There are two approaches in formulating the definition of commitment in the organization (Umam, 2010). First, it involves an attempt to illustrate that commitment can appear in various forms that are able to explain the differences relationship between member organizations and the other entities (one of which is the organization itself). Second, involves the effort to separate in between the various entities where individual develops into a commitment.

Mathis and Jackson (2006) defines the organizational commitment is the "degree to which employee believe and accept organizational purposes, as well as desirous to remain stay with the organization". Meanwhile, according to Davis and Newstrom (1989) "Organizational comitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it".

Mowday (1982), in Sopiah (2008) says that "the work commitment is another term of organizational commitment, and is an important behavioral dimensions that can be used to assess the tendency of employees to survive, as a member of the organization". All the definitions can be said to agree in cases where employees have a strong commitment tend to stay on and participate in the company.

Luthans (2006;) suggested that, as an attitude of organization commitment most commonly defined as :

- 1) A strong desire to remain as a member of a certain organization.
Employees with high commitment have a strong desire to continue to perform his job in the organization in order to continue to contribute to the achievement of purposes which are believed to.
- 2) The desire to endeavor, as pretension of the organization.
Employees with high commitment, will do an effort to mobilize a lot of capabilities for the importance of the organization, it will be realized by showing the better performance results.
- 3) Certain beliefs and acceptance of the values and purpose of the organization.
Purposes and interests of organizations that have been established, to be a reflection of the existing interests in particular from the employees itself. Employees who are committed to be fully involved in the work because this work is the key of mechanisms and forms of distribution from individuals in contributing to the achievement of the organization.

Thus, organizational commitment is an attitude which reflects the loyalty of employees, on the organization and continous process whereby organization members express their concern for the organization and its success and continued progress. The definition presented by O'Reilly (1989), in Sopiah (2008) said that employee commitment to the organization as individual psychological ties to the organization, which includes work engagement, loyalty and a sense of confidence in the values of the organization. Steers and Porter (1983), in Sopiah (2008;), says that a form of commitment arises not merely as a loyalty passive, but also involves active relationships with the organization of work which have the purpose of giving all efforts for the success of the organization concerned.

Spector (1997) in Sopiah (2008;) mentions two different conceptions of organizational commitment, as follows: (1) The exchange approach (*Exchange approach*), Where commitment to the organization is determined by the exchange contribution that can be given by the company towards the members and the members towards the company, so the greater the suitability of exchange that is based on the opinion of members, the greater the commitment to the organization. (2) The psychological approach which this approach emphasizes the orientation that is active and positive, from the members to the organization, the attitude or outlook concerning to workplace organization that will connect and associate the circumstance of a person with the organization.

Meyer and Allen (1991: 61-89), Classify employee commitment to the organization into three components:

- 1) Affective commitment (affective commitment).

Affective commitment is the employee's emotional attachment, identification, and involvement in the organization (Luthans, 2006). Affective commitment reflects a desire of employees to maintain membership in an organization, especially as a result of work experience has created a sense of comfort and personal competence of those employees.

- 2) Continuanace commitment (continuanace commitment)
Continuanace commitment is a commitment based on the losses which is related with the discharge of the employees of the organization. This may be due to loss of seniority on promotion or benefit (Luthans, 2006: 249-250). Reflecting a need to remain in the organization is generated based on the experience that resulted in a loss on discharge of employees of the organization.
- 3) Normative commitment (Normative commitment)
Normative commitment is a feeling of obligation to remain in the organization because it must be so; the action is the right thing to do (Luthans, 2006: 250). This commitment reflects an obligation to remain resulting from the internalization of norms of loyalty and a paid service for the assistance received by the employee while working at the company.

In addition to the three forms of organizational commitment proposed by Meyer and Allen, the different forms of organizational commitment expressed by Kanter (1986) in Sopiah (2008) according to Kanter, the form of organizational commitment are:

- 1) Continuanace commitment (continuanace commitment)
Continuanace commitment is a commitment associated with the dedication of members in sustain the life of the organization and generate people that want to sacrifice and invest in the organization.
- 2) Cohesion commitment (cohesion commitment)
Cohesion commitment is the member commitment to the organization, as a result of social relationships with other members in the organization. This happens because the employees believe that the norms adopted by the organization is the beneficial norms.
- 3) Controlled Commitment (control commitment)
Controlled commitment is a commitment on the members of an organization that provides behavioral norms in the direction he wanted. The norms of the organization appropriate and able to contribute to the desired behavior.

Judging from the descriptions and explanations previously seemed that employees who have a strong commitment will be one of the important factor that will support the company in achieving organizational objectives that have been set. To improve the organizational commitment of employees, Dessler in Luthans (2006) provides specific guidance management system implementation which might help increase organizational commitment on the employee, namely:

- 1) Committed to the main values of human.
Make written rules, employ a fine manager and precise, and maintain communication. Developing of employee commitment to the organization is a long process and can not be formed instantaneously. The organization should be made in written form not just the spoken language, and action is much more effective than just words. If leaders want their employees to do something, it should be the CEO to start doing something, not just words or talk as well as when the leadership wants to instill the values, customs, rules, discipline and other on the subordinates, otherwise the leader himself gave the example in the form of attitudes and daily behavior.
- 2) Clarify and communicate your mission
Clarify the mission and ideology, charismatic, use hiring practices based on values, emphasizing the orientation based on the value of stress and training, established a tradition. Clarify the mission and ideology in the sense of vision and mission of the organization made from something charismatic, something that is used as the basis, the basis for any employee to behave, to have an attitude measures; use hiring practices based values; orientation and training in stress management based on values; building a

- tradition in the sense of everything that is good in the organization make them available as a tradition that is constantly maintained, guarded by the next generations.
- 3) Ensure justice organization
Having a comprehensive grievance procedures, providing two-way communication extensively. Having a comprehensive complaints procedure means that if there are any complaints from the outside or inside of the organization, the organization must have procedure to deal with such complaints thoroughly, providing two-way communication in the organization regardless of lower subordinates.
 - 4) Creating a sense of community
Build homogeneity based on value, fairness, emphasizing cooperation, mutual support, and teamwork, together. Build values based similarity, the organization create a policy in which the employees of the lower level, up to the top with no differences or striking in compensation, lifestyle, physical appearance and the organization as a community should cooperate, share, give benefits and provide an equal opportunity for members of the organization and involve all members of the organization so that unity can be established.
 - 5) Support the development of employees
Doing actualization, provide challenging tasks in the first year, advancing and empowering, promoting from within, providing development activity, provide security to employees with no bail. Every employee is given the same opportunity to actualize themselves optimally in the organization in accordance with the capacity of each, employees enter the organization with dreams and hopes, needs, create conditions, so that employees work is not as monotonous as the routine will cause ennui for employees when there is a positioning vacancy, the first opportunity given to the company official before recruiting from outside the company, when organizations make it a policy to recruit employees from inside as a priority, then by itself it will motivate employees to continue to grow and develop his personal to his post.

Relations of Leadership and Organizational Commitment

Limsili and Ogunlana (2008) in Bushra (2011) suggested that transformational leadership style is the best style of leadership to improve employee productivity and organizational commitment. Previously, Bass and Avolio (2004) in Nelwan (2008) explain that the implementation of transformational leadership style will be able to increase employee commitment to the company purpose. The same thing also expressed by Ismail and Yusuf (2009) in Bushra (2011) that the transformational leadership style is the most effective leadership style in the form of organizational commitment of employees. Shamir et al (1993) in Tseng and Kang (2009) explains that transformational leadership positively effect on job satisfaction, organizational commitment and employee productivity. Scandura and Williams (2004) in Tseng and Kang (2009) that the characteristics of the influence of the nature of the ideal as well as the giver and the motivation's what makes the transformational leaders have an additional influence on satisfaction and organizational commitment..

Relations of Organizational Culture and Organizational Commitment

Of the functions of culture that has been proposed by Robbins (2006;) that needs attention here is the third function which states that organizational culture facilitate the emergence of a commitment to something greater than personal. Naturally it is intangible culture but all organizations develop and run it in the values that arrange everyday behavior in the workplace. The more members who accept the core values and the greater their commitment to these values, the more powerful the culture is.

Based on the definition Mathis and Jackson (2006;), organizational commitment is the extent to which employees believe and accept the organization's purpose and wishes to remain inside the organization. The Purpose of the organization itself, is the embodiment of the values that are used and believed by every member of the organization. whereas the values of the organization is the culture of the organization itself as described by Sopiah (2008;) that

corporate culture is a set of values and behavior patterns that are learned, jointly owned by all members of the organization and passed down from one generation to another.

The linkages between organizational culture and organizational commitment was also expressed by Robbins (2002;) that a strong culture will show a high agreement concerning the purpose of the organization among its members. Unanimity against the purpose will form an attachment, loyalty, and organizational commitment. In other words, employees are never separated from cultural values to guide them in their work and behave in the organization. Compatibility of cultural values create an atmosphere conducive to an employee in carrying out their work activities. An organizational culture that is conducive, will lead to a strong commitment of employees to the organization.

Leadership

Leadership comes from the word lead which contains two main points, namely the leader as the subject and led as objects. Leadership is an activity affects people's willing to achieve a common purpose, Terry R. Georger in Moeheriono (2014). Stoner in Kurniawan (2012) also suggests that leadership is a process in directing and influencing members in a variety of activities to do.

According to Locke in Moeheriono et.al (2014), leadership is a process of persuading other people to take a step towards a common purpose. Meanwhile, in Moeheriono Fiedler (2014: 381), says that leadership is essentially a pattern of relationships between individuals who exercise authority and influence on the group of people to work together to achieve purpose.

The essence and meaning of leadership is almost synonymous, leadership as a form of persuasion, the art of coaching moves of certain groups, usually through human relations and the right motivation, so without any fear they would cooperate and understand everything what the objectives of the organization. Leadership is the process by trying to influence the tasks and attitudes of others towards an end of the desired result to achieve the vision and mission of the organization.

Characteristics of a leader can be defined as characteristics or properties owned by every leader, in carrying out the tasks of leadership. There are four characteristics or basic condition, which absolutely must be owned by a leader Hakiem (2003):

- 1) Leaders must be sensitive to the environment should listen to the advice and counsel of those around him.
- 2) Leader, must be exemplary in their environment.
- 3) Leaders must behaved and be faithful to his promise, to the organization.
- 4) Leaders must be able to take decisions, to be clever, capable and brave after all relevant factors are taken into account.

Based on these characteristics, it can be stated that a leader must have skills and capabilities that better than the people being led. This expertise can be seen from the nature, character and behavior that is reflected in every action.

Organizational culture

To understand more clearly the concept of organizational culture variables in this study, it would be better if the beginning of the development of the term culture itself. The term culture was originally popular in the discipline of anthropology. Sobirin (2009) states that culture is derived from the Latin word meaning *Colere* processing or working; usually associated with land preparation activities. If you look at the culture of the origin of the word would be more suitable if the term is used into agricultural activities. But in its development, the term culture began to be used in the field of study of anthropology. In the field of cultural anthropology initially had a very generic concept that is just look at what caused a group of people have in common and what distinguishes one group to another group (Sobirin, 2009). Then, in line with the reality of human life is increasingly complex and continuously develop the cultural terms ultimately have a different understanding and very spacious. Emerging discrepancy between anthropologists about culture occurs because there are many approaches (sect). According Sobirin (2009:) the occurrence of

disagreement and the emergence of a variety of perspectives on culture is basically due to the different experiences and preferences of anthropologists in addressing the reality of human life.

According to Davis and Newstrom (1989) culture of the organization, sometimes called organizational climate is a set of assumptions, beliefs, values, and norms shared among members.

"Organizational culture, occasionally called organizational climate, is the set of assumptions, beliefs, values, and norms that is shared among its members".

(Davis and Newstrom, 1989: 60)

Mathis and Jackson (2006) that organizational culture is a pattern of shared values and beliefs that give meaning and rules of behavior for organizational members. From these definitions it can be said both definitions agree that organizational culture that includes values and beliefs become a reference for members of the organization to behave. According to Daft (2005) Ahmad (2012:) organizational culture is generally seen as a set of key values, assumptions, understandings, and norms held by members of the organization and taught to new members.

According to Edgar Schein in Luthans (2006) culture of the organization is, the pattern of basic assumptions invented, discovered or developed by certain groups as they adjust to the problems of external and internal integration that has worked quite well and is considered valuable, because it is taught to members just as the right way to realize, think, and feel a connection with the matter.

More and more members of organizations receiving the core values and the greater their commitment to these values, the stronger the culture. A strong culture has a great influence on the behavior of its members, a strong culture will have a great influence on the behavior of members of the organization, because of the high level of togetherness and intensity will create an internal climate on behavior control is high (Robbins, 2006). From these statements and descriptions previously shown that organizational culture is one of the important part that gives enormous influence to the organization in the achievement of organizational purposes.

Furthermore, according to Luthans (2006: 125) culture of the organization has several important characteristics, namely:

- 1) Rules of conduct are observed. When members of the organization interact with each other they use the language, terms, and rituals associated with respect and how to behave.
- 2) Norm. There is a standard of behavior, including guidelines on how much work is done, which in many companies to "Do not do too much; not too little. "
- 3) The dominant value. Organizational support and wished the participants, to share our core values. Examples are high product quality, a little absent, and high efficiency.
- 4) Philosophy. There are policies that make up the trust of the organization, about how employees and or customers are treated.
- 5) Rules. There are strict guidelines related to the achievement of the company. Newcomers must learn the techniques and procedures in order to be accepted as a member of a growing group.
- 6) Organizational climate. This is an overall "feel" that is delivered with the setting of a physical nature, how participants interact, and how members of the organization in touch with customers and individuals from outside.

Organizational culture as a system variable in the organization, although it is difficult to be defined or described thorough but these variables really exists, and is usually described by the employees into the common forms (Robbins, 2002). A further statement from Robbins (2006) says there is broad agreement that organizational culture refers to a system of shared meaning held by members of the organization, which will differentiate the organization with other organizations. The system of shared meaning, when observed more closely, a series of major characters is valued by the organization (Robbins, 2006).

According to Robbins (2006) primary characteristics that together capture the essence of the culture of the organization is:

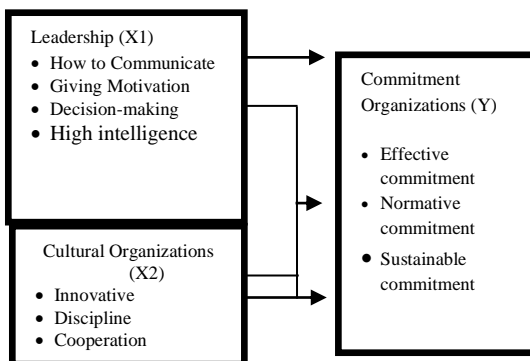
- 1) Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks.

- 2) Attention to detail: The extent to which employees are expected to show a precision (accuracy), analysis, and attention to detail.
- 3) Orientation results: The extent to which the management focus on results rather than on the techniques and processes used to achieve those results.
- 4) The orientation of people: the extent to which management decisions take into account the impact of the results on the people in that organization.
- 5) Orientation of the team: The extent to which work activities are organized based on the team, not on individuals.
- 6) Aggressiveness: The extent to which people are aggressive and competitive, rather than take it easy.
- 7) Stability: The extent to which the organization's activities emphasize maintaining the status quo rather than growth.

From the definitions before it can be said that organizational culture does not present itself but molded or formed and studied by members of the organization.

Framework of thinking

This research was conducted with a framework as shown in Figure 1.



Hypothesis

Based on the above framework, the authors propose a hypothesis as provisional estimates as follows:

H1: There is the effect of leadership (X1) on organizational commitment (Y).

H2: There is the effect of organizational culture (X2) organizational commitment (Y).

H3: There is the effect of leadership (X1) and organizational culture (X2) simultaneously on organizational commitment (Y)

RESEARCH METHOD

The method used in this research is quantitative method with a survey form, tested using multiple regression analysis. The population which is the object of this research whole permanent employees of PT. PLN (Persero) Control And Power Plant Unit Minahasa amount of 46 people, a sample is taken from all of the population that all permanent employees in PT. PLN (Persero) Control And Power Plant Unit Minahasa, Collecting data using questionnaires through the distribution of questionnaires to respondents. In this study the types of data collected are the primary data and secondary data. The research time used is 1 (month), that is from April 18th to May 18th 2019.

RESULTS AND DISCUSSION

Results

a. Multiple Regression Test Results

Based on the resulting regression equation is note the significance of two variables X1 and X2 = 0.001 = 0.006. These results provide the conclusion that the effect on the variable X1, Y, because the coefficient of significance 0.000 < 0.05. For X2 Coefficient Significance 0.006 < 0.05 Y. effect on the value of R² or R Square contained in the Model Summary table amounted to 0.654, this shows that the contributions or donations effect the Leadership (X1) and Organizational Culture (X2) in together on Organizational commitment (Y) is 65.4%. Meanwhile, for the value of $e1 = \sqrt{1 - 0.654} = 0.5882$.

b. The coefficient of determination (R²)

Through the determination coefficient (R Square) can be seen that together the variables of leadership, organizational culture contributed a total of 0.654 or 65% of the organization commitment.

c. Partial regression coefficient test (t test)

Testing above can be seen t count leadership of 3.403 with a significance value (p-value) of 0.001. Furthermore t table to the 0.05 significance level with df = 2 obtained table = 2.201. Because t (3.403) is greater than t table (2.201) then the error rate of 5% statistical decision to reject the hypothesis (H₀) and accept the research hypothesis (H_a).

Furthermore, the organizational culture of 2.883 t with a significance value (p-value) of 0.006. Furthermore t table to the 0.05 significance level with df = 2 obtained table = 2.201. Because t (2.883) is greater than t table (2.201) then the error rate of 5% statistical decision to reject the hypothesis (H₀) and accept the research hypothesis (H_a).

d. In simulants regression coefficient test (test F)

This test can be seen Fcount 40.720 with a significance value (p-value) of 0.000. Furthermore F table to the 0.05 significance level with df = 2 obtained Ftable = 3.20. Because of F (40.720) is greater than the F table (3.20) then the error rate of 5%, the decision to reject the statistical hypothesis (H₀) and accept the research hypothesis (H_a).

Discussion

The Effect of Leadership on Organizational Commitment

Results of research leadership variables has an effect to the organizational commitment with values obtained $t > t$ table value and the significance value: sig. $< \alpha$ 0.05. This positive effect shows that the better the leadership exercised the higher commitment to the organization. This is shown by a leader who always provide motivation and appreciation to the employees who have worked hard, satisfied with the salary / wages are given, reward employees who have worked hard, and always require employees to prioritize implementation of the tasks of the affairs of others.

Thus, if the enhanced leadership within an organization, the organization commitment will also increase. Similarly, instead if leadership reduced, there will be a decline in organizational commitment.

The Effect of Organizational Culture on Organizational Commitment

Based on the results of regression analysis of organizational culture t count variable > value t table and the significance value $< \alpha$ of 0.05, which means that organizational culture significantly effect the organizational commitment. Organizational culture is a behavioral decisions that came into being as a result of the values, and assumptions that are recognized and adhered to by all members of the organization. Values or any assumptions adopted and recognized by every employee of PT. PLN (Persero) Control And Power Plant Unit Minahasa, becomes something that makes them want to stay in the organization, there may be other factors that encourage them to commit and want to survive in the organization that is, difficulty

in getting a new job, salary issues and, calculation of costs to find a new workplace, but organizational culture is one important variable in this case.

The Effect of Leadership and Organizational Commitment on Organizational Culture.

Based on F test results showed that the value of F is greater than the value F_{table} and the known value of significance $< \alpha 0.05$. that is to say leadership and organizational culture simultaneously influence the organizational commitment of PT. PLN (Persero) Control And Power Plant Unit Minahasa. This suggests that if the leadership and organizational culture together increased, it will also increase organizational commitment.

CONCLUSION

Based on the research and discussion that has been done on the effect of leadership and organizational culture on organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa, it can be concluded about the effect of leadership and organizational culture on organizational commitment. conclusions of this study are as follows:

1. Based on the partial test (individual), results showed that the leadership variable had a significant effect on organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa. This shows that the leadership factor in the organization can strengthen the commitment of employees to remain, and together advance the company.
2. Based on the partial test (individual), results, showed that the Organizational culture variable had a significant effect on organizational commitment at PT. PLN (Persero) Control And Power Plant Unit Minahasa. This shows that the existing organizational culture is also able to foster commitment from employees in the company.
3. Based on the simultaneous test results, showed that the Leadership and Organizational Culture variables simultaneously had significantly effects to the Organizational Commitment. The results of this study prove that together organizational culture and leadership variables, if properly implemented, can further encourage employees to have a strong commitment in the company.

SUGGESTION

1. Leadership significant effect on organizational commitment. The role of a leader in the PT. PLN (Persero) Control And Power Plant Unit Minahasa very important to enhance organizational commitment. Effective commitment, normative commitment and sustained commitment is an important indicator in improving organizational commitment in PT. PLN (Persero) Control And Power Plant Unit Minahasa.
2. The effect of organizational culture on organizational commitment shows significant results. So PT. PLN (Persero) Control And Power Plant Unit Minahasa, also need to consider the organizational culture so can further improve the organizational commitment of existing employees.
3. Leadership and organizational culture simultaneously influence the organizational commitment at PT. PLN (Persero) Control and Power Plant Unit Minahasa, to the role of a leader is very important. A leader always gives support, collaborate, build communication so that employees feel welcome in every job and always had a commitment to stay or work. Innovative, discipline, teamwork and aggressive is the organizational culture that are held by all employees, and there may be other factors that encourage them to commit and want to stay in organization, Such like difficult to get a new job, the salary issue, and the calculation of costs for looking for a new job. Those values must be maintained for the purpose of PT. PLN (Persero) Control And Power Plant Unit Minahasa can be achieved.
4. For further research it may be necessary to examine other variables not tested in this study, which might affect the organizational commitment of employees such as: difficulties in finding a new job, salary issues, and calculation of costs for finding a new workplace.

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