

# THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE COMMITMENT IN THE ORGANIZATION THROUGH EMPLOYEE JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT INDUSTRI KAPAL INDONESIA (PERSERO) KOTA MAKASSAR

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## Abstract

*The Influence of Leadership Style on Employee Commitment in the Organization through Employee Job Satisfaction as an Intervening Variable at PT Industri Kapal Indonesia (Persero) Makassar City. This study aims to examine the influence of leadership style on employee commitment in the organization with employee job satisfaction as an intervening variable in PT Industri Kapal Indonesia (Persero) Makassar City. This study uses a quantitative approach with the type of associative research. The population in this study is all employees of PT Industri Kapal Indonesia (Persero) Makassar City which is 132 people, so the sampling technique used is the census method. Data collection was carried out through the distribution of questionnaires to respondents. The data obtained was then analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software version 3.0. The results of the study show that leadership style has a positive and significant effect on employee commitment in the organization. In addition, leadership style has been proven to have a positive and significant effect on employee job satisfaction. Employee job satisfaction also has a positive and significant influence on employee commitment in the organization. Furthermore, the results of the testing of the intervening variables showed that employee job satisfaction was significantly able to mediate the influence of leadership style on employee commitment in the organization.*

**Keywords:** Leadership Style, Job Satisfaction, Employee Commitment in the Organization

## 1. INTRODUCTION

The development of organizations in a competitive business environment demands greater attention to human resource management. The company's excellence is no longer solely determined by technological sophistication or capital strength, but by the organization's ability to build quality, loyalty, and employee attachment. Effectively managed human resources play a key role in the achievement of strategic goals and the long-term sustainability of the organization. (Selti Sella & Hendra Riofita, 2024)

One of the important indicators of successful human resource management is employee commitment in the organization. Commitment reflects the individual's level of psychological attachment to the organization, which is manifested through a willingness to accept the company's values and goals, the desire to remain part of the organization, and the

willingness to make an optimal contribution in carrying out its duties (Labbase et al., 2020). Employees with a high level of commitment tend to show loyalty, consistency of performance, and a positive attitude towards the organization.

On the other hand, low employee commitment often raises various organizational problems, such as increasing intention to leave work, declining service quality, and disruption of the company's operational stability. This condition can ultimately have an impact on declining stakeholder trust and weakening organizational competitiveness. Therefore, strengthening employee commitment is a strategic issue that needs to be handled systematically. (Mardhiyyah & Iryanti, 2025)

From an organizational behavior perspective, job satisfaction is seen as one of the key factors that shape employee commitment. Job satisfaction describes the extent to which employees feel the compatibility between personal expectations and the work conditions experienced, both in terms of duties, employment relationships, and the reward system received. Employees who feel satisfied with their work tend to have a more positive work attitude and show a stronger attachment to the organization. (Aryani et al., 2025) (Williams et al., 2024)

The formation of job satisfaction and employee commitment is inseparable from the leadership role. Leadership style represents the behavior pattern of leaders in directing, motivating, communicating, and making decisions that have a direct impact on the employee's work experience. Leaders who are able to effectively implement leadership styles will create a supportive work environment, increase work comfort, and strengthen employees' attachment to the organization. (Ruspiani et al., 2025)

This context is relevant to the condition of PT Industri Kapal Indonesia (Persero), a state-owned enterprise engaged in the shipbuilding and maritime services sector in Makassar City. As a strategic company in the Eastern Indonesia region, PT Industri Kapal Indonesia (Persero) is faced with industry challenges that demand not only improved production performance, but also sustainable human resource management. The company's internal data shows that the employee loyalty rate stands at 71.68 percent, which indicates that although most employees show good engagement, there is still room for improvement in strengthening the organization's overall commitment.

The results of initial observations in the company environment show that leadership is considered quite capable of providing direction and control of work, as well as building relatively conducive working relationships. Employees also express comfort at work, which is supported by clear division of tasks, good relationships between colleagues, and leaders' attention to work processes and results. However, these achievements have not been fully followed by optimal employee commitment levels, indicating that there are other mechanisms that affect the relationship between leadership and commitment.

Theoretically, *Social Exchange Theory* explains that working relationships are built on the basis of mutual exchange between individuals and organizations. When employees feel support, fairness, and attention from the leadership, they tend to reciprocate through positive attitudes, such as job satisfaction and organizational commitment (Homans, 1958). This view is reinforced by *the Leader-Member Exchange Theory* which emphasizes the importance of the quality of the relationship between leaders and subordinates in shaping employee attitudes and work behaviors. (Graen & Uhl-Bien, 1995)

A number of empirical studies show that leadership style has a significant relationship with job satisfaction and employee commitment, and that job satisfaction plays an important role in strengthening organizational commitment. However, most previous research has focused on the service, education, or public organization sectors, while empirical studies in the context of state-owned enterprises in the maritime industry sector are still relatively limited. Nugroho & Saluy, 2024 Marhouni & Pali, 2025 Mangundjaya & Merdiaty, 2025

Based on the research gap, this study aims to provide empirical evidence regarding the role of job satisfaction as an intervening variable in the relationship between leadership style and employee commitment at PT Industri Kapal Indonesia (Persero) Makassar City. The novelty of this research lies in the application of the mediation model in the context of SOEs in the shipbuilding industry, which is expected to enrich the scientific treasures of human resource management and provide practical recommendations for leadership management and increasing employee commitment based on empirical evidence.

## 2. RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type that aims to explain the relationship between leadership style, job satisfaction, and employee commitment in the organization. This approach was chosen because it allows for objective testing of relationships between variables through structured measurements, statistical data processing, and testing of direct and indirect relationship models. Data collection was carried out using standardized instruments in the form of questionnaires compiled based on research variable indicators and supported by company documentation. This research was carried out at PT Industri Kapal Indonesia (Persero) Makassar City in a period of time adjusted to the data collection process in the field.

The data collection technique was carried out by distributing questionnaires to all employees of PT Industri Kapal Indonesia (Persero) Makassar City as a research population. Given the relatively limited population, this study used census techniques, so that all members of the population were made respondents. The collected data was then analyzed using the *Structural Equation Modeling* method based on *Partial Least Squares (PLS-SEM)* with the help of statistical software. The analysis stage includes testing measurement models to assess the validity and reliability of instruments, as well as testing structural models to test the relationship between variables and the role of job satisfaction as an intervening variable in strengthening employee commitment.

## 3. RESULTS AND DISCUSSION

### Measurement Model Analysis (*Outer Model*)

#### a. Construct Validity Test

The construct validity test can be done in two ways, the first is by looking at convergent validity and the second is discriminant validity. The first to find out the validity of the convergent can refer to the value of the loading factor on all indicators, if the loading factor value  $> 0.70$ , then the instrument meets the validity requirements, and if  $< 0.70$  is said to be invalid and the indicator is declared invalid and cannot be tested further because it does

not meet the validity test requirements. The results of the calculation of the loading factor value use *the Smart PLS 3.0* algorithm.

1) *Convergent Validity*

**Table 1. 1** Convergent Validity

<b>Indicator</b>	<b>Leadership Style (X)</b>	<b>Employee Commitment in the Organization (Y)</b>	<b>Employee Job Satisfaction (Z)</b>
X.1	0.731		
X.2	0.713		
X.3	0.914		
X.4	0.871		
X.5	0.904		
X.6	0.923		
X.7	0.735		
X.8	0.859		
X.9	0.820		
X.10	0.915		
Y.1		0.764	
Y.2		0.812	
Y.3		0.776	
Y.4		0.762	
Y.5		0.808	
Z.1			0.925
Z.2			0.956
Z.3			0.976
Z.4			0.990
Z.5			0.957
Z.6			0.960
Z.7			0.997
Z.8			0.978
Z.9			0.966
Z.10			0.771
Z.11			0.961
Z.12			0.977

*Source: Data Processing Results (2026)*

From the results of data processing carried out by looking at the *value of the loading factor*. According to , a Prasiامي et al, (2025) *loading factor* value of 0.70 indicates that an indicator is considered valid.

2) *Discriminant Validity*  
a) *Cross Loading*

**Table 1. 2** Cross Loading

<b>Indicator</b>	<b>Leadership Style (X)</b>	<b>Employee Job Satisfaction (Z)</b>	<b>Employee Commitment in the Organization (Y)</b>
X.1	0.731	0.464	0.371
X.2	0.713	0.436	0.373
X.3	0.914	0.449	0.395
X.4	0.871	0.470	0.404
X.5	0.904	0.426	0.423
X.6	0.923	0.433	0.442
X.7	0.735	0.399	0.390
X.8	0.859	0.437	0.394
X.9	0.820	0.389	0.406
X.10	0.915	0.428	0.419
Y.1	0.391	0.418	0.764
Y.2	0.322	0.400	0.812
Y.3	0.378	0.418	0.776
Y.4	0.317	0.425	0.762
Y.5	0.453	0.452	0.808
Z.1	0.448	0.925	0.491
Z.2	0.509	0.959	0.502
Z.3	0.491	0.976	0.531
Z.4	0.517	0.990	0.530
Z.5	0.431	0.957	0.476
Z.6	0.494	0.960	0.561
Z.7	0.521	0.997	0.535
Z.8	0.526	0.978	0.549
Z.9	0.508	0.966	0.498
Z.10	0.507	0.979	0.530
Z.11	0.508	0.961	0.530
Z.12	0.529	0.977	0.530

*Source: Data Processing Results (2026)*

The results of the *cross-loading* analysis showed that each indicator had the strongest correlation with the construct it represented compared to the other constructs. All indicators in the leadership style variable show the highest *loading* value in that variable, as well as the employee commitment indicator which dominantly reflects the commitment construct in the organization. In the work satisfaction variable, all indicators also show very high loading values, thus reflecting an excellent ability to describe the work satisfaction construct. Overall, these findings confirm that each indicator is able to distinguish constructs clearly, so that the criteria for discriminant validity in this study have been met and the instruments

used are considered feasible to measure the variables of leadership style, job satisfaction, and employee commitment in the organization.

**b) Heterotrait-Monotrait Ration (HTMT)**

**Table 1. 3** Heterotrait-Monotrait Ration

	<b>Leadership Style (X)</b>	<b>Employee Job Satisfaction (Z)</b>	<b>Employee Commitment in the Organization (Y)</b>
<b>Leadership Style (X)</b>			
<b>Employee Job Satisfaction (Z)</b>	0.539		
<b>Employee Commitment in the Organization (Y)</b>	0.529	0.587	

*Source: Data Processing Results (2026)*

Based on the results of the data processing carried out, by looking at the HTMT value is less than the threshold of 0.90, as suggested by . Thus, it can be concluded that each construct in this research model has met the criteria of discriminant validity, which means that each construct has its own uniqueness and does not show any overlap between latent variables in the model. (Ghozali & Aprilia Kusumadewi, 2023)

**b. Construct Reality Test**

Reliability tests aim to assess the accuracy, consistency, and precision of an instrument. There are three methods to determine the level of reliability of an instrument. First, *Cronbach's Alpha* value >0.70; second, *Composite Reliability* value >0.70; and third, value (*Average Variance Extracted*), where the instrument can be considered reliable if the AVE is >0.50.

**1) Cronbach's Alpha**

**Table 1. 4** Cronbach's Alpha

	<b>Cronbach's Alpha</b>
Leadership Style (X)	0.953
Employee Job Satisfaction (Z)	0.994
Employee Commitment in the Organization (Y)	0.844

*Source: Data Processing Results (2026)*

The results of the reliability test showed that the entire research construct had a *Cronbach's Alpha* and *composite reliability* value of  $>0.70$ , so that the instrument was declared to have good internal consistency and was suitable for use at the next stage of analysis. The leadership style variable showed a very high level of reliability, which indicates that the indicators are able to uniformly represent leadership behavior. The job satisfaction variable also shows very strong reliability, reflecting the compatibility between indicators in measuring employee perceptions of various aspects of work. Meanwhile, the employee commitment variable in the organization has a good level of reliability, which indicates that the indicators are consistent in describing employee attachment and loyalty. Overall, these findings confirm that the research instrument is trustworthy and qualified for use in testing structural models and research hypotheses. (Ghozali & Aprilia Kusumadewi, 2023)

### 2) *Composite Reliability*

**Table 1. 5** Composite Reliability

	<i>Composite Reliability</i>
<b>Leadership Style (X)</b>	<b>0.960</b>
<b>Employee Job Satisfaction (Z)</b>	<b>0.995</b>
<b>Employee Commitment in the Organization (Y)</b>	<b>0.889</b>

*Source: Data Processing Results (2026)*

The results of the reliability test showed that all research constructs had a *composite reliability* value of  $>0.70$ , so it was declared consistent and reliable. The leadership style variable showed a very high level of reliability, indicating that the indicators were able to measure the character of leadership stably and uniformly. The job satisfaction variable also shows very strong reliability, which indicates a high consistency between indicators in reflecting various aspects of the employee's work experience. Meanwhile, the variable of employee commitment in the organization showed a good level of reliability, which reflected the suitability of the indicator in describing employee attachment and loyalty to the organization. Overall, these findings confirm that the research instrument has met the reliability criteria and is suitable for further analysis on structural models as well as hypothesis testing. (Ghozali & Aprilia Kusumadewi, 2023)

### 3) *Average Variance Extracted (AVE)*

	<i>Average Variance Extracted (AVE)</i>
<b>Leadership Style (X)</b>	<b>0.709</b>
<b>Employee Job Satisfaction (Z)</b>	<b>0.938</b>
<b>Employee Commitment in the Organization (Y)</b>	<b>0.616</b>

*Source: Data Processing Results (2026)*

The results of the convergent reliability and validity test showed that all research variables met the required measurement criteria. The leadership style variable showed an excellent level of internal consistency, as demonstrated by *Cronbach's high Alpha* and *Composite Reliability* values and *Average Variance Extracted (AVE)* values that had exceeded the minimum limit, so that the indicator was able to adequately explain the construct variance. The employee job satisfaction variable also shows very strong reliability, with a very high level of consistency between indicators and the ability to construct the ability to explain the variance of indicators optimally. Meanwhile, the employee commitment variable in the organization shows good reliability and meets convergent validity standards, which indicates that the indicators are able to consistently portray employee attachment and loyalty. Overall, these findings confirm that the research instruments used on employees of PT Industri Kapal Indonesia (Persero) Makassar City have been reliable and suitable for further analysis.

**1. Inner Model Analysis**

**a. R-Square**

**Table 2. 1** R-Square Value

Variabel	R-Square
Employee Job Satisfaction (Z)	0.266
Employee Commitment in the Organization (Y)	0.346

Source. Data Processing Results (2026)

The results of the determination coefficient test showed that the leadership style had a moderate ability to explain the variation in employee job satisfaction, as reflected in the *R-square* value which showed that some of the variation in job satisfaction could be explained by the variable, while the rest was influenced by other factors outside the research model. In addition, the *R-square value* on the employee commitment variable in the organization indicates that the combination of leadership style and job satisfaction is able to explain the proportion of changes in employee commitment in a sufficient category. These findings indicate that the research model has adequate predictive power in explaining the relationship between the variables studied.

**b. Predictive Relevance (Q2)**

According to , the model is said to have predictive relevance if the value of Q-square Prasiarni et al, (2025) is greater than 0. The higher the Q-Square value, the better the model's ability to predict endogenous variables based on existing exogenous variables, as well as formulas that can be used to determine values

$$Q2 = 1 - (1 - R12) \times (1 - R22)$$

Description:

Q2 : Nilai *Predictive Relevance*

R12: *R-Square value* of the Employee Job Satisfaction variable

R22: *R-Square value* of the variable of employee commitment in the organization

$$Q^2 = 1 - (1 - R^2_1) \times (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.266) \times (1 - 0.349)$$

$$Q^2 = 1 - 0.734 \times 0.654$$

$$Q^2 = 1 - 0.479$$

$$Q^2 = 0,521$$

Based on the results of the calculation above using the *predictive relevance* ( $Q^2$ ) formula, a  $Q^2$  value of 0.521 was obtained, indicating that the model has a fairly strong predictive ability, because the  $Q^2$  value is above 0.35 (the category of *large predictive relevance* according to ). This means that this research model is able to predict the variables of Job Satisfaction and Employee Commitment well, so that it can be stated that the structural model used is relevant and appropriate to describe the relationship between variables at PT Industri Kapal Indonesia (Persero) Makassar City. Prasiami et al. 2025

**c. Effect Size ( $f^2$ )**

**Table 2. 2 F-Square Value**

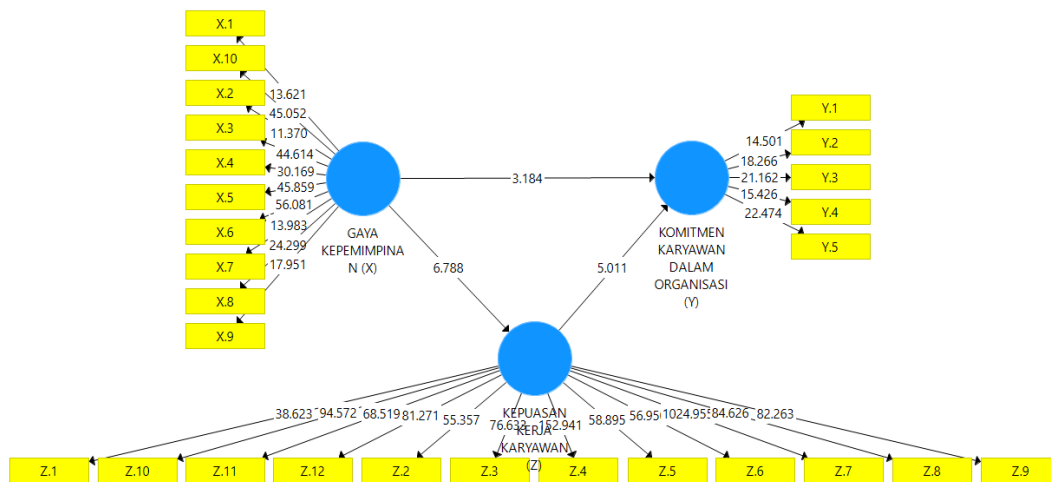
	<b>Leadership Style (X)</b>	<b>Employee Job Satisfaction (Z)</b>	<b>Employee Commitment In The Organization (Y)</b>
Leadership Style (X)		0.363	0.083
Employee Job Satisfaction (Z)			0.179
Employee Commitment In The Organization (Y)			

Source: Data Processing Results (2026)

The results of the *F-square* analysis show that leadership style has a fairly strong influence on employee job satisfaction, which indicates that improvements in the way leaders direct, motivate, and manage subordinates contribute significantly to increased job satisfaction. The influence of leadership style on employee commitment is in a small category, suggesting that while leadership still plays a role, the formation of employee commitment is also influenced by other factors outside of the model. Meanwhile, job satisfaction shows a significant contribution in increasing employee engagement, which confirms its role as an important factor in strengthening employee attachment to the organization. Overall, these findings show that the relationships between variables in the research model have a relevant and complementary contribution in explaining the mechanism of forming employee commitments.

**Uji Hypothesis**

In this study, *the bootstrapping method* and *the SmartPLS 3.0* application were used to find out whether there was a direct or indirect influence between variables. Hypothesis testing in this study can be done by looking at the results of *t-statistical values* and also *P-values*. *Bootstrapping* is a *resampling* method using a *resample-based method* using repeated samples of the original data sample to calculate statistical tests. (Flake & Fried, 2020)



**Figure 4. 1 Path Coefficient**  
 Source: Data Processing Results (2025)

Based on Figure 4.1 and the results of the data analysis that has been carried out, the following are presented the results of the calculation of *the path coefficient* for *Direct Effect* and *Indirect effect* obtained through data processing using *SmartPLS 3.0*.

**Table 3. 1 Direct Effect**

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remarks
Leadership Style (X) > Employee Job Satisfaction (Z)	0.516	0.522	0.076	6.788	0.000	6.788
Leadership Style (X) > Employee Commitment in the Organization (Y)	0.272	0.282	0.086	3.184	0.002	3.184
Employee Job Satisfaction (Z) > Employee Commitment in the Organization (Y)	0.399	0.399	0.080	5.011	0.000	5.011

Source: Data Processing Results (2026)

The results of *direct effect* analysis using *SmartPLS* showed that all intervariable relationships in this study met the significance criteria, which were characterized by *t-*

*statistics* values above the critical limit and *p-values* that were below the significance level. Leadership style has been shown to have a positive effect on employee job satisfaction, which indicates that the implementation of effective leadership can increase employees' satisfaction with their work. In addition, the leadership style also shows a positive influence on employee commitment in the organization, which reflects the role of the leader in building employee attachment and loyalty. Meanwhile, job satisfaction has a significant direct influence on employee commitment, which confirms that the level of job satisfaction is an important factor in strengthening employees' desire to stay and contribute in the organization. Overall, these findings confirm that leadership style and job satisfaction are key elements in shaping employee commitment at PT Industri Kapal Indonesia (Persero) Makassar City.

**Table 3. 2** Indirect Effect

<i>Indirect Effect</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ((O/STDEV))</i>	<i>P Values</i>	<i>Remarks</i>
Leadership Style (X) -> Employee Commitment in the Organization (Y) -> Employee Job Satisfaction (Z)	0.206	0.207	0.049	4.198	<b>0.000</b>	Positive in <i>ignifcant</i>

*Source: Data Processing Results (2026)*

The results of the *indirect effect* analysis using *SmartPLS* show that employee job satisfaction functions significantly as a mediating variable in the relationship between leadership style and employee commitment in the organization. Indirect influences that have positive value indicate that the application of an increasingly effective leadership style will encourage increased employee job satisfaction through strengthening organizational commitment. The consistency of the model estimation is reflected in the very small difference between the estimated value and the average value of the sample, as well as the low level of data variation, thus indicating good model stability. The results of the significance test showed statistical values that exceeded the critical limit with a very strong level of significance, which confirmed that the influence of the mediation was statistically significant. Referring to the criteria for determining mediation, these findings confirm the occurrence of full mediation, which suggests that the influence of leadership style on employee job satisfaction is explained substantially through the formation of employee commitment within the organization.

**Table 3. 3** Hipotesis

<b>No.</b>	<b>Hipotesis</b>	<b>Remarks</b>
H1	Leadership Style (X) -> Employee Commitment in the Organization (Y)	Accepted
H2	Leadership Style (X) -> Employee Job Satisfaction (Z)	Accepted

H3	Employee Job Satisfaction (Z) -> Employee Commitment in the Organization (Y)	Accepted
H4	Leadership Style (X) -> Employee Job Satisfaction (Z) -> Employee Commitment Within the Organization (Y)	Accepted

Source: Data Processing Results (2026)

Based on the test results in table 3.3, it can be concluded that four hypotheses (H1, H2, H3, and H4) are all accepted.

**4. CONCLUSION**

Based on the results and analysis, it can be concluded that leadership style has a significant influence on employee commitment at PT Industri Kapal Indonesia (Persero) Makassar City. Leadership that is able to provide clear directions, apply proportionate supervision, and build harmonious working relationships contributes to increasing employees' sense of attachment, loyalty, and responsibility to the organization. In addition, the character of a leader who is fair, consistent, communicative, and responsible has also been proven to be able to increase employee job satisfaction because it creates a sense of appreciation, security, and comfort in carrying out tasks.

Furthermore, job satisfaction plays a reinforcing factor in the relationship between leadership style and employee commitment. A high level of satisfaction, supported by appreciation for performance, a conducive work environment, and good working relationships, encourages employees to stay and make optimal contributions to the company. Thus, leadership style not only directly affects employee commitment, but also indirectly through increased job satisfaction, so that improvement of leadership quality and work experience needs to be done in tandem to maintain and increase employee commitment in a sustainable manner.

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