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## The Effect of Organizational Culture, Employee Empowerment and Emotional Intelligence on Job Satisfaction Through Organizational Commitment at PT. Madusari Nusaperdana

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**Abstract:**

*The aim of this study to analyze and examine the factors influencing the organizational culture, employee empowerment and emotional intelligence on job satisfaction with organizational commitment as an intervening variable at PT. Madusari Nusaperdana. The study involves 130 employees from both general and personnel divisions, comprising the research population. The method of research is using the quantitative and regression analysis. The sampling technique used an purposive sampling. The data was analyzed with Partial Least Squares-Structural Equation Modeling (PLS-SEM). Based on the analysis, the research shows that the employee empowerment and emotional intelligence has a significant positive effect on job satisfaction, while organizational culture does not have a significant effect on job satisfaction at PT. Madusari Nusaperdana. The organizational commitment is able to mediate the influence of employee empowerment and emotional intelligence on job satisfaction, while the organizational commitment is unable to mediate the influence organizational culture on job satisfaction. The practical implications of this research are intended to guide decision-making and policy formulation regarding organizational culture, employee empowerment, emotional intelligence and job satisfaction within PT. Madusari Nusaperdana.*

**Keywords:** Organizational Culture, Employee Empowerment, Emotional Intelligence, Job Satisfaction, Organizational Commitment

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### 1. Introduction

The company which has a good human resource is expected to achieve mutually agreed upon goals. It is obvious that when company's goals are achieved, it creates a sense of satisfaction among the employees who are working there because they believe that what they have done meets the company's expectations. Success in managing the company is determined not only by successful financial management but also by successful human resource management (Sugiono & Tobing, 2021). A company must be able to manage its employees well to achieve high job satisfaction.

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Employees' job satisfaction is very important for the company because it is part of its successful human resource management. The employees must have job satisfaction to achieve organizational goals (Miharty, 2013). The employees have high job satisfaction, it means that the employees have a pleasant and satisfying emotional disposition to love their job (Taufiq et al., 2021). High job satisfaction motivates employees to be more proactive and hardworking at work (Colquitt et al., 2019). Job satisfaction may represent the emotional state that an employee feels regarding aspects of his job (Sena et al., 2020); and it is considered as an individual's satisfaction with his job (Ahamed & Mahmood, 2015); when employees feel satisfaction, so they expressed a high level of passion and enjoyment in their work (Alehegn, 2023); and there are factors that affect it, such as employee engagement, employee empowerment, turnover, absenteeism, working environment, salary (Al-Abdullat & Dababneh, 2018).

Job satisfaction can be influenced by several factors, one of which is the application of organizational culture (Badu et al., 2018). Organizational culture must be able to form a culture that is in harmony with employees (Zukarnaen et al., 2020); because culture is the result of human endeavor, can be learned and passed on from generation to generation, and can be applied in human life (Siburian, 2013). Organization culture shapes the decisions, behaviors, and interactions of employees, creating an environment in which employees can perform their work and achieve something more or less valuable (Janicijevic et al., 2018). The organizational culture is very important for the advance of a company because it impacts on employee commitment and retention as well (Habib et al., 2014). Organization culture creates workplace as a very intimate place with an extended family for employees (Alehegn, 2023). The success of human resource management in an organization is implemented and mutually agreed upon through organizational culture, which affects the job satisfaction of employees (Brury, 2016). Company culture influences employees' daily experiences and public perception of the company, when employees get the company culture right, they perform better (Ahamed & Mahmood, 2015). A good organizational culture leads to high job satisfaction. Research has revealed that organizational culture can have a positive and significant impact on job satisfaction, because employees' job satisfaction causes good organizational growth that is aligned with the organization's vision and mission, when job satisfaction is achieved, turnover decreases and employee loyalty is strengthened. The company leaders need to continuously improve the capabilities of employees by implementing a good organizational culture and instilling moral and ethical values in them, as well as the ability to become better (Silalahi et al., 2021). Organizational culture could encourage a sense of job satisfaction and organizational commitment, so the results of studies have a positive and significant effect. It is supported by studies conducted by (Dameria & Ekawati, 2022; Sugiono & Tobing, 2021; Wahyuniardi et al., 2018; Primasheila et al., 2017 and Fajriyanti et al., 2019) show that organizational culture has a positive and significant effect on job satisfaction. Wibawa & Putra (2018) show that organizational culture has a positive and significant effect on organizational commitment. In addition to the phenomenon above, there is a gap between previous research, namely research conducted by (Wianti, 2018) which states that organizational culture does not support employee satisfaction when mediated through organizational commitment.

Employee empowerment is based on the idea that by providing employees with skills, resources, authority, opportunities, and motivation will contribute to employee competence and satisfaction (Ameer et al., 2014). The concept of employee empowerment is also related to employee job satisfaction. Employees who have empowered jobs have higher job satisfaction compared to employees who do not have empowered jobs (Aklilu, 2018). Therefore, the concept and practice of employee empowerment has become a subject of interest, research and studies by researchers and management institutions, emphasizing the importance of mutual trust between leaders and employees, motivation and participation in the decision-making process (Karácsony, 2021). Employee empowerment also improves the relationship between superiors and subordinates, which directly contributes to improved organizational performance and organizational development and leads to the achievement of

organizational goals (Tyofyan et al., 2022). Experience from different countries shows that employees who are satisfied with their jobs are more able to achieve continuous change and growth, so the focus should be on helping employees achieve job satisfaction (Abdallah et al., 2017). If the company empower employees and employees are satisfied with their jobs, it can gain employee loyalty. Employee empowerment could encourage a sense of job satisfaction and organizational commitment, so the results of studies have a positive and significant effect. It is supported by studies conducted by (Raza et al., 2015; Al-ababneh et al., 2017; Aida et al., 2018; Dewi, 2019; and Lee et al., 2019; Lestari & Siregar, 2021 and AbuHazeem & Albloush, 2024) show that employee empowerment has a positive and significant effect on job satisfaction. Djamilah & Surenggono (2022), Widiyastuti (2021), Taufik et al., (2018) and Setiawan & Piartrini (2018) show that employee empowerment has a positive and significant effect on organizational commitment. Meanwhile, research conducted by (Ekawati et al., 2020) shows that employee empowerment does not affect job satisfaction. Suwenti et al, (2017) shows that employee empowerment does not support organizational commitment.

Emotional intelligence is a fundamental variable for ensuring job satisfaction of individuals and therefore stimulating the productivity of the entire organization. A moderate positive relationship was found between emotional intelligence and job satisfaction. Emotional intelligence predicted job satisfaction and five dimensions were found to be significant predictors of job satisfaction: conscientiousness, emotional stability, self-development, relationship management, and altruistic behavior. This clearly indicates that emotional intelligence is directly related to job satisfaction. The higher emotional intelligence correlates with the greater job satisfaction (Suleman et al., 2020). Emotional intelligence is a key factor for job satisfaction and the overall success of a company (Al-Hamami et al., 2015); and it is also part of the guiding principles that determine the success of social interactions, which ultimately translates into job satisfaction and even success in life (Kassim et al., 2016). The employees with higher emotional intelligence perform better and more satisfied due to less stress at work (Galal & Abdelmoati, 2023). The employees should have good emotional intelligence because high emotional intelligence leads to better performance, conformity, and commitment (Bahl, 2016). Employees who are able to

recognize and manage their own emotions have higher job satisfaction (Uslu, 2019). Employees with higher emotional intelligence were also able to communicate effectively with other employees (Sharma & Pandey, 2015); and more likely to be expected to be better at controlling, understanding, and regulating their own and others' emotions (Wijekoon et al., 2017). Emotional intelligence helps employees develop empathy and improve their social skills in terms of engagement with the organization. The overall impact of employee emotional intelligence is improved employee performance, improved organizational effectiveness, and increased employee job satisfaction, which leads to higher engagement levels (Chirayath & Bhandari, 2022). It also motivates employees to manage and control their emotions, enables them to work cooperatively with others, and supports employees in achieving good work outcomes (Susanto et al., 2024). Emotional intelligence could encourage a sense of job satisfaction and organizational commitment, so the results of studies have a positive and significant effect. It is supported by studies conducted by (Wirawan, 2016; Saraswati et al., 2021; Suryani, 2023; Fauzi & Juniarti, 2023 and Poetrie et al., 2023) show that emotional intelligence has a positive and significant effect on job satisfaction. Fatmawati & Azizah (2022), Kakio et al., (2019) and Ulfa & Anis (2016) show that emotional intelligence has a positive and significant effect on organizational commitment. Meanwhile, research conducted by (Filatrovi et al., 2018) shows that emotional intelligence does not support job satisfaction. Liany (2020) shows that emotional intelligence does not affect organizational commitment.

Organizational commitment refers to the strength of an individual's identification and commitment to a particular organization and an employee's willingness to stay with the company in the future (Putri et al., 2023). Highly committed employees are more likely to believe in the company's values, pursue its goals, and continue to strive for self-development to improve the quality of their work, which ultimately supports the company's future development (Novitasari & Putra, 2023). Organizational commitment can be defined as an employee's attachment to the organization and the process of sustainable goal achievement (Kurniasari et al., 2018). The relationship between organizational commitment and job satisfaction. Studies have found that organizational commitment has a positive effect on employees' job satisfaction (Zulfikar, 2022). It is supported by studies conducted by (Gumiwang & Soesatyo, 2016) show that organizational commitment has a positive and significant effect on mediating the impact of organizational culture on job satisfaction. Taufik et al., (2018) show that organizational commitment has a positive and significant impact on mediating the effect of employee empowerment on job satisfaction. Argon & Liana (2020) show that organizational commitment has a positive and significant effect on mediating the impact of emotional intelligence on job satisfaction.

PT. Madusari Nusaperdana, which was formally founded in 1995, emerged as a leading company in Indonesia for food processing that consists of raw beef and chicken. Since the beginning established, PT. Madusari Nusaperdana has always been committed to making a variety of processed meat food products that have added value, nutritious, affordable, at the same time expanding the field of employment in Indonesia. PT. Madusari Nusaperdana grows and grows through a wide range of products that are marketed under the trademarks KIMBO, VIGO and FINO. The

company was named PT. Madusari Nusaperdana was established in Cikarang, specifically on Jalan Jababeka VI No.3, Harja Mekar, Kec. Cikarang Utara, Kabupaten Bekasi, Jawa Barat 17530.

According to Hidayati and Rizalti (2021), employees who feel satisfied will be suitable to work productively and stay longer at the company where they work. Thus, one of the important reasons linked that causes employees to leave their jobs is Job dissatisfaction. Job dissatisfaction leads to employee turnover. Job dissatisfaction can negatively impact a company's standard overall performance by decreasing employee productivity, increasing turnover rates, and decreasing morale. There is a strong positive correlation between job dissatisfaction and employee turnover rates. Commonly, while job dissatisfaction increase, employee turnover rates also increase. Dissatisfied employees are more likely to leave their current job in hunt of better possibilities. Table 1 displays employee turnover data.

**Table 1. Employee Turnover Data**

<b>Year</b>	<b>Number of employees</b>	<b>In</b>	<b>Out</b>	<b>Total</b>
Jan-Dec 2023	254	70	60	24%

Source: HR Documentation, 2023

Based on turnover data in above, starting from January 2023 until December 2023, employee of PT. Madusari Nusaperdana who came out reached 60 people (24%) of all employees. Employee turnover rate in 2023 at PT. Madusari Nusaperdana has exceeded that standard tolerated. This was stated by Kurniawan & Mardini (2020) that standard employee turnover rate which can be tolerated on every company is different. However, if the turnover rate reaches more than 10% per year then too high by many standards. Turnover conditions above causes the company to have to carry out recruitment and training to fill vacancies. The costs required are certainly very high, measured by recruitment costs up to construction, empowerment and potential as well abilities of prospective applicants to produce benefits for company. Turnover rate high employees are size that can be used as indication of a problem fundamental to this company. In the company, organizational commitment is an important factor because it is related to certain attitudinal and behavioral outcomes in the workplace. For example, organizational commitment is moderately related to less turnover and higher job satisfaction in the workplace (Eisenberger et al., 2019; Rubenstein et al., 2019).

Based on the background and the previous studies above, this study aims to analyze the the effect of organizational culture, employee empowerment, emotional intelligence on job satisfaction through organizational commitment at PT. Madusari Nusaperdana.

The conceptual framework and way of thinking in this study were developed with the effect of organizational culture, employee empowerment and emotional intelligence on job satisfaction with organizational commitment as intervening variable in mind. Organizational culture, employee empowerment, emotional intelligence, organizational commitment and job satisfaction are covered in this conceptual framework.

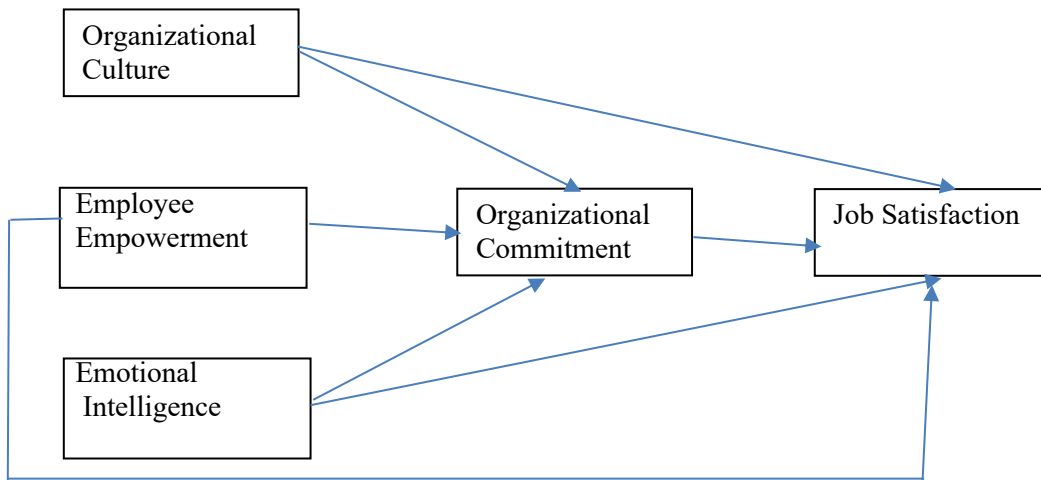


Figure 1. Conceptual Framework  
Source: Processed Data, 2023

Under the given circumstances and using the previously outlined thinking framework and difficulties, the following study hypothesis can be developed:

- H1: Organizational Culture has a direct effect on Organizational Commitment
- H2: Employee Empowerment has a direct effect on Organizational Commitment
- H3: Emotional Intelligence has a direct effect on Organizational Commitment
- H4: Organizational Culture has a direct effect on Job Satisfaction
- H5: Employee Empowerment has a direct effect on Job Satisfaction
- H6: Emotional Intelligence has a direct effect on Job Satisfaction
- H7: Organizational Commitment has indirect effect on Job Satisfaction
- H8: Organizational Culture has indirect effect on Job Satisfaction through organizational Commitment
- H9: Employee Empowerment has indirect effect on Job Satisfaction through organizational Commitment
- H10: Emotional Intelligence has indirect effect on Job Satisfaction through organizational Commitment

## 2. Methodology

This study was conducted at PT. Madusari Nusaperdana. In this study, organizational culture (X1), employee empowerment (X2) and emotional intelligence (X3) are exogenous factors, or the independent variable, job satisfaction (Y) is utilized as an endogenous factor, or the dependent variable, whereas organizational commitment (Z) is utilized as an intervening variable. This study uses quantitative methods with regression analysis in order to explore the correlation between variables (Sugiyono, 2019). In this study, the author uses primary data, which is data obtained directly from informants as seen from the answers to the questionnaires that have been distributed. The questionnaire applied uses a modified Likert scale with a score of 1-5. The population in this study was 254 employees of PT. Madusari Nusaperdana who has

worked for one year. The sample collection in this research uses purposive sampling, namely the method of taking samples according to the criteria desired by the researcher with the aim of being able to determine the number of samples to be studied using certain considerations. The sample size was determined using the Hair formula et al., (2021) where the sample can be calculated based on the number of indicators multiplied by 5 to 10. In this study there were 26 indicators, so the number of samples used was:

Minimum sample = number of indicators x 5 = 26 x 5 = 130 employees.

Hair, et al., (2021) stated that the sample size suitable for SEM is between 100 until 200 samples. By referring to Hair's opinion, the number of samples used in this research was 130 employees. Secondary data is gathered from the company's existing data. The information that has been obtained is then analyzed using two methods, including *measurement (outer)* patterns of validity testing and reliability testing by looking at the *outer* and *cross loading* values, *Cronbach's alpha*, *composite reliability* and *average variance extranced (AVE)* in each variable and *structural (inner) models* to reflect the relationship between constructs with *r-square*, *q-square* and *path coefficient* tests. This research uses data analysis with the *Partial Least Square (PLS)* approach with the help of *SmartPLS software* version 4.0.9.8. The reason for using SmartPLS is because the number of samples required for the analysis is relatively small and SmartPLS analysis does not have to have a normal distribution.

### 3. Empirical Findings/Result

In this study, the first test carried out is *convergent validity* analysis, namely by looking at the acquisition of *outer loadings* and *average variance extranced* values. Outer loading is considered high if it exceeds 0.7 and sufficient if it is between 0.5 to 0.6, while AVE is considered adequate if  $\geq 0.5$  (Ghozali, 2023).

**Table 2. Outer Loading Results**

Variables	Indicator	Outer Loading	Results
Organizational Culture	X1_1	0.854	Valid
	X1_2	0.873	Valid
	X1_3	0.840	Valid
	X1_4	0.856	Valid
	X1_5	0.859	Valid
	X1_6	0.856	Valid
	X1_7	0.851	Valid
	X1_8	0.846	Valid
	X1_9	0.857	Valid
	X1_10	0.870	Valid
	X1_11	0.874	Valid
	X1_12	0.842	Valid
	X1_13	0.817	Valid
	X1_14	0.810	Valid
	X2_1	0.888	Valid
	X2_2	0.719	Valid
	X2_3	0.894	Valid

<b>Variables</b>	<b>Indicator</b>	<b>Outer Loading</b>	<b>Results</b>
<b>Employee Empowerment</b>	X2_4	0.829	Valid
	X2_5	0.817	Valid
	X2_6	0.882	Valid
	X2_7	0.852	Valid
	X2_8	0.689	Valid
	X2_9	0.837	Valid
	X2_10	0.697	Valid
	X2_11	0.728	Valid
	X2_12	0.857	Valid
<b>Emotional Intelligence</b>	X3_1	0.770	Valid
	X3_2	0.824	Valid
	X3_3	0.892	Valid
	X3_4	0.751	Valid
	X3_5	0.769	Valid
	X3_6	0.811	Valid
	X3_7	0.881	Valid
	X3_8	0.744	Valid
	X3_9	0.756	Valid
	X3_10	0.820	Valid
	X3_11	0.896	Valid
	X3_12	0.734	Valid
	X3_13	0.756	Valid
	X3_14	0.784	Valid
X3_15	0.885	Valid	
X3_16	0.752	Valid	
X3_17	0.768	Valid	
X3_18	0.825	Valid	
X3_19	0.870	Valid	
X3_20	0.733	Valid	
	Y_1	0.843	Valid
	Y_2	0.732	Valid
	Y_3	0.549	Valid
	Y_4	0.901	Valid
	Y_5	0.842	Valid
	Y_6	0.910	Valid
	Y_7	0.835	Valid
<b>Job Satisfaction</b>	Y_8	0.897	Valid
	Y_9	0.832	Valid
	Y_10	0.904	Valid
	Y_11	0.836	Valid
	Y_12	0.884	Valid
	Y_13	0.841	Valid
	Y_14	0.907	Valid
	Y_15	0.819	Valid
	Y_16	0.902	Valid
	Y_17	0.843	Valid
	Y_18	0.872	Valid
Y_19	0.819	Valid	
Y_20	0.910	Valid	



Variables	Indicator	Outer Loading	Results
<b>Organizational Commitment</b>	Z_1	0.735	Valid
	Z_2	0.845	Valid
	Z_3	0.830	Valid
	Z_4	0.741	Valid
	Z_5	0.838	Valid
	Z_6	0.827	Valid
	Z_7	0.744	Valid
	Z_8	0.839	Valid
	Z_9	0.822	Valid

Source: Primary Data Processed SmartPLS, 2023

Based on the analysis results in table 2, the *outer loadings* value or the relationship between the *construct* gap and the variables of each indicator has a value  $> 0.50$  so that it is declared *valid*.

**Table 3. Results of Average Variance Extracted (AVE)**

Variables	AVE	Results
Organizational Culture	0.724	Valid
Employee Empowerment	0.658	Valid
Emotional Intelligence	0.645	Valid
Job Satisfaction	0.719	Valid
Organizational Commitment	0.646	Valid

Source: Primary Data Processed SmartPLS, 2023

Based on the analysis results in table 3, the AVE value of each variable is  $> 0.5$ . This proves that each variable is declared *valid*.

**Table 4. Cross Loading Results**

Indicator	Organi zational Culture	Employee Empower ment	Emotional Intelligence	Job Satisfaction	Organizational Commitment
X1_1	<b>0.854</b>	0.406	0.608	0.499	0.452
X1_2	<b>0.873</b>	0.565	0.607	0.462	0.481
X1_3	<b>0.840</b>	0.431	0.610	0.490	0.473
X1_4	<b>0.856</b>	0.558	0.588	0.438	0.460
X1_5	<b>0.859</b>	0.427	0.621	0.509	0.477
X1_6	<b>0.856</b>	0.558	0.588	0.438	0.460
X1_7	<b>0.851</b>	0.397	0.597	0.479	0.432
X1_8	<b>0.846</b>	0.550	0.569	0.422	0.440
X1_9	<b>0.857</b>	0.412	0.602	0.498	0.449
X1_10	<b>0.870</b>	0.571	0.634	0.493	0.517
X1_11	<b>0.874</b>	0.422	0.615	0.491	0.442
X1_12	<b>0.842</b>	0.560	0.569	0.420	0.440
X1_13	<b>0.817</b>	0.396	0.559	0.456	0.413

Indicator	Organizational Culture	Employee Empowerment	Emotional Intelligence	Job Satisfaction	Organizational Commitment
X1_14	<b>0.810</b>	0.544	0.573	0.434	0.444
X2_1	0.405	<b>0.888</b>	0.431	0.389	0.551
X2_2	0.398	<b>0.719</b>	0.249	0.277	0.525
X2_3	0.457	<b>0.894</b>	0.518	0.504	0.592
X2_4	0.697	<b>0.829</b>	0.534	0.427	0.600
X2_5	0.402	<b>0.817</b>	0.482	0.370	0.537
X2_6	0.460	<b>0.882</b>	0.503	0.504	0.588
X2_7	0.428	<b>0.852</b>	0.490	0.372	0.538
X2_8	0.477	<b>0.789</b>	0.444	0.403	0.557
X2_9	0.436	<b>0.837</b>	0.498	0.433	0.486
X2_10	0.401	<b>0.797</b>	0.247	0.306	0.535
X2_11	0.594	<b>0.728</b>	0.506	0.290	0.446
X2_12	0.384	<b>0.857</b>	0.397	0.380	0.539
X3_1	0.469	0.448	<b>0.770</b>	0.661	0.625
X3_2	0.584	0.578	<b>0.824</b>	0.543	0.501
X3_3	0.600	0.388	<b>0.892</b>	0.728	0.456
X3_4	0.645	0.383	<b>0.751</b>	0.550	0.412
X3_5	0.463	0.448	<b>0.769</b>	0.659	0.621
X3_6	0.581	0.570	<b>0.811</b>	0.534	0.494
X3_7	0.603	0.392	<b>0.881</b>	0.721	0.444
X3_8	0.631	0.380	<b>0.744</b>	0.545	0.408
X3_9	0.468	0.439	<b>0.756</b>	0.650	0.618
X3_10	0.579	0.567	<b>0.820</b>	0.538	0.484
X3_11	0.600	0.402	<b>0.896</b>	0.731	0.452
X3_12	0.639	0.347	<b>0.734</b>	0.535	0.371
X3_13	0.448	0.440	<b>0.756</b>	0.646	0.606
X3_14	0.548	0.525	<b>0.784</b>	0.509	0.433
X3_15	0.586	0.399	<b>0.885</b>	0.721	0.446
X3_16	0.653	0.375	<b>0.752</b>	0.568	0.421
X3_17	0.474	0.460	<b>0.768</b>	0.657	0.636
X3_18	0.583	0.565	<b>0.825</b>	0.576	0.515
X3_19	0.585	0.374	<b>0.870</b>	0.711	0.420
X3_20	0.633	0.351	<b>0.733</b>	0.586	0.423
Y_1	0.332	0.298	0.594	<b>0.843</b>	0.483
Y_2	0.606	0.400	<b>0.895</b>	0.732	0.451

Indicator	Organizational Culture	Employee Empowerment	Emotional Intelligence	Job Satisfaction	Organizational Commitment
Y_3	0.651	0.381	<b>0.749</b>	0.549	0.412
Y_4	0.546	0.501	0.679	<b>0.901</b>	0.822
Y_5	0.329	0.301	0.598	<b>0.842</b>	0.483
Y_6	0.543	0.510	0.695	<b>0.910</b>	0.827
Y_7	0.330	0.292	0.584	<b>0.835</b>	0.478
Y_8	0.532	0.504	0.689	<b>0.897</b>	0.813
Y_9	0.323	0.301	0.596	<b>0.832</b>	0.478
Y_10	0.536	0.490	0.677	<b>0.904</b>	0.810
Y_11	0.318	0.279	0.581	<b>0.836</b>	0.462
Y_12	0.516	0.464	0.654	<b>0.884</b>	0.779
Y_13	0.341	0.313	0.601	<b>0.841</b>	0.499
Y_14	0.553	0.520	0.696	<b>0.907</b>	0.839
Y_15	0.301	0.256	0.560	<b>0.819</b>	0.435
Y_16	0.553	0.520	0.696	<b>0.902</b>	0.830
Y_17	0.338	0.310	0.605	<b>0.843</b>	0.485
Y_18	0.547	0.523	0.681	<b>0.872</b>	0.809
Y_19	0.320	0.307	0.591	<b>0.819</b>	0.478
Y_20	0.536	0.491	0.678	<b>0.910</b>	0.819
Z_1	0.267	0.584	0.274	0.256	<b>0.735</b>
Z_2	0.393	0.571	0.374	0.443	<b>0.845</b>
Z_3	0.548	0.509	0.692	<b>0.912</b>	0.830
Z_4	0.266	0.593	0.295	0.271	<b>0.741</b>
Z_5	0.391	0.562	0.361	0.433	<b>0.838</b>
Z_6	0.543	0.510	0.695	<b>0.910</b>	0.827
Z_7	0.269	0.593	0.287	0.266	<b>0.744</b>
Z_8	0.388	0.569	0.380	0.444	<b>0.839</b>
Z_9	0.546	0.501	0.679	<b>0.901</b>	0.822

Source: Primary Data Processed SmartPLS, 2023

Based on the analysis results in table 4 above, it can be seen that the cross-loading value of each measurement instrument has met the criteria for discriminant validity because the cross-loading value of each measurement item that measures the construct is correlated higher with the variable it measures and correlates low with other variables so that all instruments are declared *valid*.

The next test is the reliability test with *composite reliability* and *Cronbach's alpha*. A variable can be declared reliable if each variable has a *composite reliability* value

and *Cronbach's alpha* > 0.70.

**Table 5. Cronbach's Alpha and Composite Reliability**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Result</b>
Organizational Culture	0.971	0.973	Reliable
Employee Empowerment	0.952	0.958	Reliable
Emotional Intelligence	0.971	0.973	Reliable
Job Satisfaction	0.979	0.981	Reliable
Organizational Commitment	0.938	0.942	Reliable

Source: SmartPLS 4.0.9.8 Data Processing Results (2023)

Based on the analysis results in table 5, the *Cronbach's alpha and Composite reliability* value of each variable are > 0.70, indicating that the five variables are declared *reliable*.

After passing the validity and reliability tests, the next step is to evaluate the inner model, including through *coefficient determination* ( $R^2$ ), *F-Square* ( $F^2$ ) and *path coefficient* tests. *R-Square* is used to test how much the independent variable is dominated by other variables.

**Table 6. R-Square ( $R^2$ )**

	<b>R-square</b>	<b>Adjusted R-square</b>
<b>Job Satisfaction</b>	0.754	0.746
<b>Organizational Commitment</b>	0.540	0.529

Source: SmartPLS 4.0.9.8 Data Processing Results (2023)

Based on table 6, the job satisfaction (Y) has a value of 0.754 (75.4%), this value indicates that the job satisfaction can be influenced by organizational culture, employee empowerment and emotional intelligence simultaneously, while the remaining 24.6% is explained by other factors not examined. The organizational commitment (Z) has a value of 0.540 (54%), which means that this value indicates that the organizational commitment variable can be influenced by organizational culture, employee empowerment and emotional intelligence simultaneously, while the remaining 46% is explained by other factors not examined.

**Table 7. F-Square ( $F^2$ )**

<b>Construct</b>	<b>f-square</b>	<b>Effect</b>
Organizational Culture -> Organizational Commitment	0.080	Small
Employee Empowerment -> Organizational Commitment	0.298	Moderate
Emotional Intelligence -> Organizational Commitment	0.518	High
Organizational Culture -> Job Satisfaction	0.040	Small
Employee Empowerment -> Job Satisfaction	0.556	High
Emotional Intelligence -> Job Satisfaction	0.540	High
Organizational Commitment -> Job Satisfaction	0.580	High

Source: SmartPLS 4.0.9.8 Data Processing Results (2023)

Table 7 above shows the result of the F-Square value, which is as follows:

The influence of varied organizational culture on organizational commitment is small, from exogenous factors to endogenous factors, with a value of 0.080.

The influence of varied employee empowerment on organizational commitment is moderate, ranging from exogenous factors to endogenous factors, with a value of 0.298.

The influence of varied emotional intelligence on organizational commitment is high, from exogenous factors to endogenous factors, with a value of 0.518.

The influence of varied organizational culture on job satisfaction is small, from exogenous factors to endogenous factors, with a value of 0.040.

The influence of varied employee empowerment on job satisfaction is high, ranging from exogenous factors to endogenous factors, with a value of 0.556.

The influence of varied emotional intelligence on job satisfaction is high, ranging from exogenous factors to endogenous factors, with a value of 0.540.

The influence of varied organizational commitment on job satisfaction is high, from exogenous factors to endogenous factors, with a value of 0.580.

*The path coefficient* test, namely the coefficient test, proves the level of significance in hypothesis testing with a *two-tailed* model. The results of data processing can be used to respond to research assumptions by looking at the t statistic and p-value. The hypothesis is accepted if the t statistic > t table (1.96) and the p-value < 0.05. The following are the results of data processing from the bootstrapping process. The hypothesis testing was obtained by researchers using the SmartPLS 4.0.9.8 application.

**Table 8. Path Coefficient**

Variable	Original Sample	T-statistic	P-values	Results
Organizational Culture-> Organizational Commitment	0.064	0.724	<b>0.469</b>	Rejected
Employee Empowerment-> Organizational Commitment	0.420	4.228	<b>0.000</b>	Accepted
Emotional Intelligence-> Organizational Commitment	0.347	3.255	<b>0.001</b>	Accepted
Organizational Culture -> Job Satisfaction	0.068	0.949	<b>0.343</b>	Rejected
Employee Empowerment -> Job Satisfaction	0.162	2.022	<b>0.043</b>	Accepted
Emotional Intelligence-> Job satisfaction	0.537	6.671	<b>0.000</b>	Accepted
Organizational Commitment -> Job Satisfaction	0.579	7.358	<b>0.000</b>	Accepted

Organizational Culture-> Organizational Commitment -> Job Satisfaction	0.019	0.383	<b>0.702</b>	Rejected
Employee Empowerment ->Organizational Commitment-> Job Satisfaction	0.259	4.026	<b>0.000</b>	Accepted
Emotional Intelligence ->Organizational Commitment-> Job Satisfaction	0.188	2.945	<b>0.003</b>	Accepted

Source: SmartPLS 4.0.9.8 Data Processing Results (2023)

Based on Table 8 above, the results for each direct and indirect effect hypothesis test are described as follows:

Based on the figures and tables above, organizational culture gets a *t-statistic* value of 0.724 lower than the t-table (1.96) and gets a *p-value* of 0.469 greater than 0.05. It is concluded that if organizational culture has an insignificant impact on organizational commitment, then H1 is rejected.

Employee empowerment obtained a *t-statistic* value of 4.228 greater than the t-table (1.96) and a *p-value* of 0.000 lower than 0.05. It is concluded that employee empowerment has a significant positive impact on organizational commitment, then H2 is accepted.

Emotional intelligence obtained a *t-statistic* value of 3.255 greater than the t-table (1.96) and a *p-value* of 0.001 lower than 0.05. It is concluded that emotional intelligence has a significant positive impact on organizational commitment, then H3 is accepted.

Organizational culture gets a *t-statistic* value of 0.949 lower than the t-table (1.96) and gets a *p-value* of 0.343 greater than 0.05. It is concluded that if organizational culture has an insignificant impact on job satisfaction, then H4 is rejected.

Employee empowerment obtained a *t-statistic* value of 2.022 greater than the t-table (1.96) and a *p-value* of 0.043 lower than 0.05. It is concluded that employee empowerment has a significant positive impact on job satisfaction, then H5 is accepted.

Emotional intelligence obtained a *t-statistic* value of 6.671 greater than the t-table (1.96) and a *p-value* of 0.000 lower than 0.05. It is concluded that emotional intelligence has a significant positive impact on job satisfaction, then H6 is accepted.

Organizational commitment obtained a *t-statistic* value of 7.358 greater than the t-table (1.96) and a *p-value* of 0.000 lower than 0.05. It is concluded that organizational commitment has a significant positive impact on job satisfaction, then H7 is accepted.

Organizational commitment gets a *t-statistic* value of 0.383 lower than the t-table (1.96) and a *p-value* of 0.702 greater than 0.05. Proving organizational commitment is not able to mediate the effect of organizational culture on job satisfaction, so H8 is rejected.

Organizational commitment obtained a *t-statistic* value of 4.026 greater than the t-table value (1.96) and a *p-value* of 0.000 lower than 0.05. Indicates that organizational

commitment is able to mediate the effect of employee empowerment on job satisfaction, So H9 is accepted.

Organizational commitment obtained a *t-statistic* value of 2.945 greater than the *t-table* value (1.96) and a *p-value* of 0.003 lower than 0.05. Indicates that organizational commitment is able to mediate the effect of emotional intelligence on job satisfaction, So H10 is accepted.

## 4. Discussion

### **The Effect of Organization Culture on Job Satisfaction**

Based on the results of data analysis, organization culture does not have a significant impact on job satisfaction at PT. Madusari Nusaperdana as evidenced by *t-statistic* value of  $0.949 < 1.96$ . This means that increasing organizational culture is not accompanied by increasing job satisfaction. The higher the organizational culture, the more positive influence on job satisfaction, but the contribution is not significant. Organizational culture does not have a significant impact on job satisfaction due to the implementation of promotions that are not in accordance with established procedures and job promotion requirements such as work performance, level of education and experience. So eventhough employees have high levels of innovation and risk taking, they will not get big promotion opportunities. Research conducted (Hidayat et al., 2018); Setyawati et al., 2020) stated that organization culture does not have a significant impact on job satisfaction.

### **The Effect of Employee Empowerment on Job Satisfaction**

Based on the results of data analysis, employee empowerment has a positive and significant impact on job satisfaction at PT. Madusari Nusaperdana as evidenced by *t-statistic* value of  $2.022 > 1.96$ . This means that increasing employee empowerment is accompanied by increasing job satisfaction. Employees will feel appreciated when given the authority to solve daily problems within the company. This creates a sense of satisfaction for employees so it can be concluded that employee empowerment can increase job satisfaction. Research conducted (Javed al., 2014; Dewi, 2019) stated that employee empowerment has a significant impact on job satisfaction.

### **The Effect of Emotional Intelligence on Job Satisfaction**

Based on the results of data analysis, emotional intelligence has a positive and significant impact on job satisfaction at PT. Madusari Nusaperdana as evidenced by *t-statistic* value of  $6.671 > 1.96$ . This means that increasing emotional intelligence is accompanied by increasing job satisfaction. Employees of PT. Madusari Nusaperdana can align themselves with various types of individuals when they work with superiors and colleagues. Besides that, they have ability to manage and control their emotions so that they have a good relationship and a good impact on job satisfaction. This creates a sense of satisfaction for employees so it can be concluded that emotional intelligence can increase job satisfaction. Research conducted (Schlaegel., 2020; Sotorubio et al., 2020; Saraswati et al., 2021) stated that emotional intelligence has a significant impact on job satisfaction.

### **The Effect of Organization Culture on Job Satisfaction Mediated by Organizational Commitment**

Based on the results of research and data analysis, organizational commitment cannot be an intermediary correlation of the effect of organizational culture on job satisfaction at PT. Madusari Nusaperdana as evidenced by the acquisition of the *t-statistic* value of  $0.383 < 1.96$ . This shows that the organizational culture variable has no significant effect on job satisfaction through the organizational commitment variable. This indicates that employees feel the implementation of organizational culture in the company is no effective, especially for environmental stability and comfortable condition at PT. Madusari Nusaperdana. In the company, organizational commitment is a fundamental factor because it affects on employee performance if there is no organizational commitment, there will be no consistency. A good organization consists of highly committed people. The higher the commitment esteem of each person, the superior the organization's accomplishments. Without organizational commitment by strong organizational culture from company, it does not have a big impact on employee job satisfaction. This is in line with research from (Wianti, 2018) stated that organizational culture does not have a significant impact on job satisfaction with organizational commitment as an *intervening variable*.

### **The Effect of Employee Empowerment on Job Satisfaction Mediated by Organizational Commitment**

Based on the results of research and data analysis, organizational commitment is able to mediate the relationship between the effect of employee empowerment on job satisfaction at PT. Madusari Nusaperdana as evidenced by the acquisition of the *t-statistic* value of  $4.026 > 1.96$ . This shows that the employee empowerment variable has positive and significant effect on job satisfaction through the organizational commitment variable. This indicates that employee empowerment leads to a higher level of job satisfaction by encouraging team work, enable them to own the job and creates the greater sense of accomplishment to achieve organizational goals. This means that if employee empowerment at PT. Madusari Nusaperdana is running smoothly, but with organizational commitment, the possibility of job satisfaction increases. Because, organizational commitment is able to strengthen the impact of employee empowerment on job satisfaction. This is in accordance with research (Taufik et al., 2018) that organizational commitment can mediate the effect of employee empowerment on job satisfaction significantly.

### **The Effect of Emotional Intelligence on Job Satisfaction Mediated by Organizational Commitment**

Based on the results of research and data analysis, organizational commitment is able to mediate the relationship between the effect of emotional intelligence on job satisfaction at PT. Madusari Nusaperdana as evidenced by the acquisition of the *t-statistic* value of  $2.945 > 1.96$ . This shows that the emotional intelligence variable has positive and significant effect on job satisfaction through the organizational commitment variable. This indicates that emotional intelligence leads to a higher level of job satisfaction by being ready to face challenges at work, do not give up easily when working, have the motivation to work better, and have a high commitment to work, so that this fosters organizational commitment in employees. High emotional intelligence



enables employees to be able to control and express emotions well and to be able to listen, understand, and respond to the emotions of other employees well, thus helping employees to be able to communicate with co-workers effectively. This means that the higher the emotional intelligence, the higher the job satisfaction through high organizational commitment as well. Where in this case employees who have high emotional intelligence will increase organizational commitment, then the high sense of commitment that is owned will increase the employee's job satisfaction. Because, organizational commitment is able to strengthen the impact of emotional intelligence on job satisfaction. This is in line with research from (Argon & liana, 2020; Adhiyasa & Satrya, 2021) which states that organizational commitment can mediate the effect of emotional intelligence on job satisfaction significantly.

## 5. Conclusions

In conclusion, the findings of this study underscore the significance of employee empowerment and emotional intelligence in influencing job satisfaction at PT. Madusari Nusaperdana. While organizational culture was not found to exert a significant effect on these decisions, the study highlights the crucial role of organizational commitment as a potential mediator between the effect of employee empowerment and emotional intelligence on job satisfaction. It is noteworthy that organizational commitment did not mediate the relationship between organizational culture and job satisfaction. For PT. Madusari Nusaperdana, the key takeaway from this study is the importance of nurturing and sustaining organizational commitment. By prioritizing efforts to enhance organizational commitment, PT. Madusari Nusaperdana can achieve organizational goals. The study faced many limitations in which the study addressed only one case study. In addition, the study only implemented one methodology, the quantitative methodology and the absence of the qualitative methodology, which means the researcher could not conduct in-depth interviews due to limited time constraints. However, the findings of this study only apply to company, and that, if the same research had been implemented in another sector, other findings would occur. At last, the research implemented only defined variables, and by that, other variables can be implemented in this study.

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