

The Influence of Organizational Commitment and Leadership Style on Employee Performance at PT 3M Media Printing Depok

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Abstract

The purpose of this study is to determine the influence of organizational commitment and leadership style on employee performance at PT 3M Media Printing Depok. The method used is quantitative. The sampling technique uses saturated sampling where all members of the population are used as samples, thus the sample in this study is 100 respondents. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, determination coefficient and hypothesis test. The population in this study is employees at PT 3M Media Printing Depok and the number of saturated samples is 100 respondents. The method of data collection is through questionnaires with a *likert scale*, observation, and literature study. The results of this study are that organizational commitment has a significant effect on employee performance with a determination coefficient of 81.4% and the hypothesis is obtained by counting $t_{count} > t_{table}$ or $(20.742 > 1.992)$. Leadership style has a significant effect on employee performance with a determination coefficient of 40.2% and the hypothesis is obtained by $t_{count} > t_{table}$ or $(7.081 > 1.992)$. Organizational commitment and leadership style simultaneously had a significant effect on employee performance with a regression equation of $Y = -3.968 + 1.002X_1 + 0.166X_2$, the determination coefficient was 82.9% while the remaining 17.1% was influenced by other factors. The hypothesis test obtained the value of $F_{cal} > F_{table}$ or $(234.570 > 3.120)$.

Keywords: Organizational Commitment; leadership style; Employee Performance.

INTRODUCTION

The era of Globalization is an era where all kinds of information have become more open between countries so that people can freely access all kinds of information they want. The era of globalization also affects various aspects, one of which is human resources, which have a very important role in an organization. Human resources have differences from other resources. All the potential of human resources greatly affects efforts in achieving the goals of an organization. So that between the organization and the individuals in it is an unusual talent to be separated by Nengsih (2015:18). This causes no matter how advanced technology, information development, availability of capital and adequate materials, if it is not supported by high-performance human resources, it is difficult for the organization to achieve

its goals Cahyani in Hanafi & Zulkifli (2018:126).

Human resources (HR) is one of the most important factors that cannot even be separated from an organization, both institutions and companies. Human resources are also the key that determines the development of a company. In essence, human resources are human beings who are employed in an organization as a driver to achieve the goals of that organization. Employee performance is one of the important factors because the progress of the organization or company depends on the human resources possessed if performance increases, the success of achieving the company's goals is more wide open, but if performance decreases, it can result in setbacks for the company and the company cannot maintain its business. Employee performance sometimes

increases and sometimes decreases, even the decline can reach a point that can cause the institution or company to lose its prestige in the eyes of the public.

This needs to be considered and studied to overcome the problem. Human resource performance can also be influenced by many factors including organizational, leadership, compensation, work environment, job satisfaction and motivation. One of the factors that will be studied in this research on factors that affect employee performance is organizational commitment and leadership style.

Therefore, most of the centers of employee performance problems in human resource management are the performance assessment of the employees themselves. As revealed by Bacal (in Wibowo, 2018, p. 186) that employee performance is a process by which individual performance is measured and evaluated. In addition, according to Sedermayanti (2017, p. 283), the word "performance" itself is also a term with a wide spectrum of definitions that can refer to the definition: doing, running, implementing, perfecting with responsibility, etc. However, in the context of management, the performance in question is the result of a process that refers to and measures over a certain period of time based on pre-determined conditions or agreements according to Armstrong (2018:188).

In the face of competition and globalization challenges in the business world, companies are required to be able to develop and process various resources they have, especially human resources. Human resources are one of the most important elements in a company. Without the role of human resources, the company's activities will not run well. It can be ensured that human resources are the driving force and determinant of the course of a

company, thus employees in the company are human resources who must receive full attention from the company, so that they have high work spirit so that they can display good performance and bring success to the company.

The development of the digital media printing industry is one of the industries that has considerable opportunities for a long period of time. Indonesia's digital media printing industry has considerable advantages and potential, as it has technological advancements in terms of hardware, software, and automation systems that have allowed digital printing to be more efficient and affordable. The development of advanced digital printing machines and 3D printing technology has enabled faster and high-quality production. In this case, the prospects for the digital media printing industry in the long term are still quite large in line with the growth of the domestic market that continues to increase.

As a printing company, PT 3M Media Printing is fully aware that organizational commitment and leadership style are indispensable for employees. This is because, with employees knowing how organizational commitment and style to leadership will affect the performance of their work so that the company's production will be more structured and better. High employee performance is highly expected by the company. The more employees who have high performance, the company's overall productivity will increase so that the company will be able to survive in global competition. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reduced number of complaints and the achievement of

optimal targets. The performance of employees of PT. 3M Media Printing can also be measured through the effective and efficient completion of its tasks and performing its roles and functions and it is all linearly related and positively related to the success of a company.

At this time, the performance of a company's employees is very important in running a business, therefore many companies consider employee performance as one of the important things in running their company. Good and correct employee performance can be identified by several fundamental characteristics and principles. For example, Hard Work and Dedication, Quality and Accuracy. To create good employee performance, it is important for the company to define clear goal setting and expectations, the provision of support and resources, the creation of a positive work environment. The company must create a positive and inclusive work culture. If the performance is good, then it can increase the achievement of the target of a company. The following is a table of the level of achievement of the target related to the performance of PT. 3M Media Printing is.

Table 1: Employee Performance Target Achievement Level Data

Years	Indicator	2020	2021	2022
1	Quality of work	96%	86%	82%
2	Working quantity	95%	84%	79%
3	Accuracy work	94%	83%	78%
4	Work effectiveness	95%	85%	80%
5	Work independence	96%	86%	81%
6	Responsibilities	94%	85%	80%

Total Average		95%	85%
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Source: PT. 3M Media

Printing Depok

From the table above, it can be seen that in 2020 the total target achievement rate, especially in the work effectiveness indicator, reached 95%. In 2021, it decreased to 85%. In 2022, it has again decreased to 80%. In the data, PT. 3M Media Printing experienced a decrease in the target achievement rate in each of its work which may be caused by decreased employee performance. This decrease indicates a decrease in employees' ability to complete work effectively, both in terms of the use of time, resources, and the achievement of work results.

At this time, organizational commitment can be a means of strengthening the relationship between employers and employees. When expectations and desires are met, employees will feel valued in the company, therefore the company must increase the sense of organizational commitment in various ways. Such as Recognizing and rewarding employees who perform well is an effective way to increase organizational commitment. Another way to build open and clear communication between management and employees is essential and provide career development opportunities to employees through training, courses, or professional development programs. The following is a table of complaints related to the organizational commitment of PT. 3M Media Printing is:

Table 2: Presurvey Data on Organizational Commitment

Reason	Year		
	2020	2021	2022
Lack of recognition and appreciation for employee performance	10	15	20
Lack of opportunities for skill and competency development	5	10	20
Lack of strong relationships between management and employees	15	20	25
Insufficient resources to complete tasks	5	8	14
Total	167		

Source: PT. 3M Media
Printing Depok

From the table above, it can be seen that the organizational commitment of PT. 3M Media Printing Depok showed suboptimal conditions during the 2020–2022 period. This is reflected in the increasing number of employee complaints which reached a total of 167 complaints, which include lack of recognition and appreciation for employee performance, limited opportunities for skill and competency development, weak relationship between management and employees, and limited resources in completing tasks. The increase in the number of complaints from year to year indicates that employee organizational commitment has not been firmly formed, and shows the company's lack of attention to aspects of organizational commitment, which has the potential to have an impact on low employee loyalty and attachment to the company.

At this time, the leadership style

of a company is very important, especially to maintain the sustainability of the company's operations. With a situational leadership style that involves leadership adaptation based on the situation at hand. Situational leaders are able to adapt their leadership style according to the needs and characteristics of employees as well as the demands of different situations. Good leadership often involves a combination of several leadership styles that fit the context and needs of the organization and the employees being led. The following is a comparison table of the total employees who chose PT.3M Media Printing's leadership style, namely:

N o.	Statem ent	Empl oyees who agree	Empl oyees who disagree	Total empl oyees
1.	Do the Compa ny's leaders tend to make decisio ns withou t involvi ng the team?	5	95	100
2.	Do compa ny leaders always encour age employ ee partici pation in decisio n-making ?	20	80	100
4.	Are the compa ny's leaders able to inspire and motiva te employ ees to work better.?	30	70	100
5.	Are compa ny leaders flexible in handli ng various work situatio ns?	45	55	100
Total total employees		100	100	100

Table 3: Leadership Style Presurvey Data

Source: PT. 3M Media

Printing Depok

From the table above, it can be seen that most of the employees of PT. 3M Media Printing disagreed with the statement that company leaders tend to make decisions without involving the team, with 95 employees disagreeing and only 5 employees agreeing. Furthermore, as many as 80 employees disagreed that leaders always encourage employee participation in decision-making, while 20 employees agreed. In terms of motivation, 70 employees did not state that leaders were able to inspire and motivate them to work better, while 30 employees agreed. This data shows that the majority of employees consider the existing leadership style to be less participatory and less likely to provide optimal motivation.

Method

This type of research is quantitative, according to Sugiyono (2020:8) argues that "quantitative research is a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses". This study is an empirical study that aims to examine the influence between organizational commitment variables and leadership style on employee performance at PT 3M Media Printing Depok. The population and sample in this study amounted to 100 respondents, data collection using primary data by distributing questionnaires to respondents. The data analysis carried out includes: data instrument tests (validity and reliability), classical

assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression tests, determination tests and hypothesis tests (t tests and F tests).

RESULTS OF RESEARCH AND DISCUSSION

Research Results

Validity Test

The validity test is used to determine whether the questionnaire is said to be valid or not. In this validity test, the researcher used SPSS version 26 with the following criteria:

- If the calculated value $>$ the table, then the statement item is said to be valid.
- If the rcalculated value $<$ rtable, then the statement item is said to be invalid.

The following are the results of the calculation of the validity test of each variable used by the researcher in this study, namely the variables of organizational commitment, leadership style and employee performance with the following details:

Testing the Validity of Organizational Commitment Variables (X1)

Based on the results of the validity test, the following results were obtained:

Table 4: Testing the Validity of the Organizational Statement of Commitment Instrument (X1)

Statement No	r count	r Table	Remarks
KX1-1	0.869	0,226	Valid
KX1-2	0.837	0,226	Valid
KX1-3	0.872	0,226	Valid
KX1-4	0.838	0,226	Valid
KX1-5	0.894	0,226	Valid
KX1-6	0.802	0,226	Valid
KX1-7	0.901	0,226	Valid
KX1-8	0.839	0,226	Valid

Statement No	r count	r Table	Remarks
KX1-9	0.888	0,226	Valid
KX1-10	0.822	0,226	Valid

Source: Data Processing, 2026.

Based on the table above, if $r_{\text{counts}} > r_{\text{table}}$, it is declared valid and vice versa, if $r_{\text{counts}} < r_{\text{table}}$, it is declared invalid. In this study, the number of samples (n) to be tested was 100 respondents with a bidirectional significance level of 0.050 with the provision that $df = n-2$, then $df = 100 - 2 = 98$, then the r table was obtained as 0.226. From the table above, it shows that the statement on the organizational commitment variable can be said to be valid because all statements have a calculated r value of > 0.226 .

Leadership Style Variable Validity Testing (X₂)

Based on the results of the validity test, the following results were obtained:

Table 5: Testing the Validity of the Leadership Style Statement Instrument (X₂)

Statement No	r count	r Table	Remarks
KX2-1	0.823	0,226	Valid
KX2-2	0.803	0,226	Valid
KX2-3	0.694	0,226	Valid
KX2-4	0.844	0,226	Valid
KX2-5	0.750	0,226	Valid
KX2-6	0.747	0,226	Valid
KX2-7	0.839	0,226	Valid
KX2-8	0.860	0,226	Valid
KX2-9	0.750	0,226	Valid
KX2-10	0.853	0,226	Valid

Source: Data Processing, 2026.

Based on the table above, it is known that all statements on the leadership style variable are declared valid, this is evidenced by the value of $r_{\text{calculated}} > r_{\text{of the table}}$, $(n-2) = 100 - 2 = 98$

which is 0.226. Thus, the data is suitable to be forwarded as research data.

Validity Testing of Employee Performance Variables (Y)

Based on the results of the validity test, the following results were obtained:

Table 6: Testing the Validity of Employee Performance Statement Instruments (Y)

Statement No	r count	r Table	Remarks
KY-1	0.864	0,226	Valid
KY-2	0.820	0,226	Valid
KY-3	0.780	0,226	Valid
KY-4	0.832	0,226	Valid
KY-5	0.878	0,226	Valid
KY-6	0.910	0,226	Valid
KY-7	0.798	0,226	Valid
KY-8	0.799	0,226	Valid
KY-9	0.850	0,226	Valid
KY-10	0.819	0,226	Valid

Source: Data Processing, 2026.

Based on the table above, it is known that all statements on the employee performance variable are declared valid, it is proven by the value of $r_{\text{calculated}} > r_{\text{table}}$, $(n-2) = 100 - 2 = 98$ which is 0.226. Thus, the data is suitable to be forwarded as research data.

Reliability Test

Reliability is an index that shows how reliable an instrument is. In this test, it was carried out by comparing the *Cronbach alpha value* obtained with the critical standard of 0.600 with the provision that it is said to be reliable if $>$ from 0.600, and said to be unreliable if it is $<$ from 0.600. The following is a table of instrument reliability results:

Organizational Commitment Variable Reliability Test (X₁)

Based on the results of the reliability test, the following results were obtained:

Table 7: Reliability Test of Organizational Commitment Variables (X₁)

Reliability Statistics

Cronbach's Alpha	N of Items
,957	10

Source: SPSS 26 data processing

From the table above, it can be seen that the organizational commitment variable is said to be reliable, because the test obtained a *cronbach alpha* value greater than 0.600, which is $0.957 > 0.600$.

Leadership Style Variable Reliability Test (x₂)

Table 8: Leadership Style Variable Reliability Test (X₂)

Reliability Statistics

Cronbach's Alpha	N of Items
,934	10

Source: SPSS 26 data processing

From the table above, it can be seen that the leadership style variable is said to be reliable, because the test obtained a *cronbach alpha* value greater than 0.600, which is $0.934 > 0.600$.

Employee Performance Variable Reliability Test (Y)

Table 9: Reliability Test of Employee Performance Variables (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,949	10

Source: SPSS 26 data processing

From the table above, it can be seen that the employee performance variable is said to be reliable, because the test obtained a *Cronbach alpha* value greater than 0.600, which is $0.949 > 0.600$.

Classic Assumption Test

This classical assumption test consists of a normality test, a heteroscedasticity test, and a

multicollinearity test. The tool used to process the data is using the SPSS 26 program.

Normality Test

The normality test is carried out to find out whether the data population is normally distributed or not, the normality test is carried out by 2 (two) methods, namely: 1) Kolmogorov-Smirnov with the provision that if the significance value is > 0.05 , the data is declared normal. 2) A graph with the provision that the data distribution points are said to be normal if the data or scattered points are around the diagonal line and follow the direction of the diagonal line, on the other hand, the data is said to be not normally distributed if the data spreads far from the direction of the line or does not follow the diagonal line. The test results are as follows:

Table 10: Normality Test Results

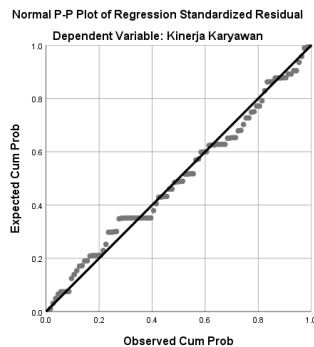
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameter s, b	Red	.0000000
	Std. Deviation	2.34248475
Most Extreme Difference s	Absolute	.077
	Positive	.066
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed) ^c		.151 ^c

Source: Data Processing, 2026.

From the table above, a significant value (2-tailed) of 0.151 can be obtained. Because the significance is more than 0.050 or ($0.151 > 0.050$), it is concluded that the data is normally distributed.

Furthermore, the normality test is also carried out using a *Probability Plot* (P-P Plot) graph which in principle

normality can be detected by looking at the pattern of data distribution (points) on the diagonal axis of the graph or by looking at the histogram and its residuals or in other words following the direction of the diagonal line. The test results are as follows:



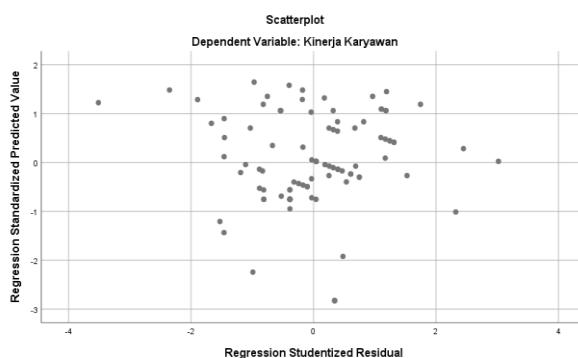
Source: Data Processing, 2026.

Figure 1: P-Plot of Normality Test

From the graph above, it can be seen that the dots are spread around the line and follow the direction of the diagonal line, so it can be concluded that the residual data of the variables of organizational commitment (X_1), leadership style (X_2) and employee performance (Y) that are studied are normally distributed data.

Heteroscedasticity Test

The heteroscedasticity test is to find out whether or not there is variance from the residual variance for all observations in the regression model. In this study, the heteroscedasticity test can be seen in the *scatterplot* graph as follows:



Source: Data Processing, 2026.

Figure 2: Scatter Plot Graph of Heteroscedasticity Test Results

In the *scatter plot image*, it can be seen that the dots are scattered randomly and irregularly, so it can be concluded that there is no heteroscedasticity in this regression model.

Hypothesis Test

T test (Partial test)

To find out the influence between organizational commitment (X_1) and leadership style (X_2) on employee performance (Y) can be done with a t test (partial test). The provisions are as follows:

- 1) If the $t_{count} > t_{table}$ means that H_0 is rejected and H_a is accepted (there is an influence).
- 2) If the $t_{count} < t_{table}$ means that H_0 is accepted and H_a is rejected (no effect)

Partial Hypothesis Test for Organizational Commitment Variables (X_1)

The hypotheses that will be tested in this section are:

H_{01} : There was no significant influence between organizational commitment to employee performance at PT 3M Media Printing Depok.

H_{a1} : There is a significant influence between organizational commitment to employee performance at PT 3M Media Printing Depok.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 11: Partial Hypothesis Test Results Between Organizational Commitment (X_1) to Employee Performance (Y)

Coefficient

Models		Unstan dardize d		Coef ficie nts	Stan dardi zed coeffi cient	Si g.
		B	Std, er ror.	Beta	T	
1	(cons tant)	- .9 99	1.9 82		-.504	.6 1 5
	Orga nizati onal com mitm ent	1. 09 3	.0 53	.902	20.7 42	. 0 0 0
a. Dependent variable: employee performance						

Source: Data Processing, 2026.

Based on the test results in the table above, the value of $t_{\text{calculated}} > t_{\text{of the table}}$ or $(20.742 > 1.992)$, this is also strengthened by a significance value of < 0.05 or $(0.000 < 0.05)$. Thus, H_{01} was rejected and H_{a1} was accepted, this shows that there is a significant influence between organizational commitment to employee performance at PT 3M Media Printing Depok.

Partial Hypothesis Test for Leadership Style Variables (X2)

The hypotheses that will be tested in this section are:

H_{02} : There was no significant influence between leadership styles on employee performance at PT 3M Media Printing Depok.

H_{a2} : There is a significant influence between leadership styles on employee performance at PT 3M Media Printing Depok.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 12: Partial Hypothesis Test Results Between Leadership

Style (X2) and Employee Performance (Y)

Coefficient						
Models		Unstan dardize d		Coef ficie nts	Stand ardiz ed coeffi cient	Si g.
		B	Std , err or.	Beta	T	
1	(con stan t)	13. 50 7	3.7 40		3.611	.0 0 0
	Lead ersh ip Style	.6 85	.09 7	.582	7.081	.0 0 0
b. Dependent variable: employee performance						

Source: Data Processing, 2026.

Based on the test results in the table above, the t_{cal} value of $> t_{\text{of the table}}$ or $(7.081 > 1.992)$ was obtained, this was also strengthened by a significance value of < 0.05 or $(0.000 < 0.05)$. Thus, H_{02} was rejected and H_{a2} was accepted, this shows that there is a significant influence between leadership styles on employee performance at PT 3M Media Printing Depok.

Simultaneous Test (F Test)

Statistical F testing is a joint test of all independent variables (organizational commitment and leadership style) against their dependent variables (employee performance). The statistical calculation of F from ANOVA is carried out by comparing the critical values obtained from the distribution table F at a certain significant level. The hypothesis formulation made is as follows:

H_{03} : There is no significant influence between organizational commitment and leadership style

simultaneously on employee performance at PT 3M Media Printing Depok.

Ha3: There is a significant influence between organizational commitment and leadership style simultaneously on employee performance at PT 3M Media Printing Depok.

As a comparison to see the significant effect, a significant level of 5% (0.05) was used and compared the F-calculation with the F-table with the following criteria:

- 1) If $F_{\text{calcul}} < F_{\text{table}}$ means H_0 is accepted and H_a is rejected
- 2) If $F_{\text{calcul}} > F_{\text{table}}$ means H_0 is rejected and H_a is accepted

The formula for finding the F value of the table is:

$$(df = k - 1) = df_1 = 3 - 1 = 2 \text{ and } (df_2 = n - k) = 100 - 3 = 97$$

So with a significance of 5% or 0.05, F_{table} of 97 = 3.120 from the statistical table is obtained. Here are the results of the ANOVA test or the F test:

Table 13: Results of simultaneous tests (test f) between organizational commitment (x1) and leadership style (x2) to employee performance (y)

NEW ERA Imagery in Jakarta.					
Models		Sum of Squares	Df	Mean Square	F
1	Regression	2627.354	2	1313.677	234.570
	Residual	543.236	97	5.600	
	Total	3170.590	99		

a. Dependent Variable : Employee Performance

b. Predictors: (Constant), Leadership Style, Organizational Commitment

Source: Data Processing, 2026.

Based on the test results in the ANOVA table above, the value of F_{was} obtained > $F_{\text{of the table}}$ OR (234.570 > 3.120) and strengthened with a significance of < 0.05 or (0.000 < 0.05). So it can be concluded that organizational commitment and leadership style together have a significant effect on employee performance at PT 3M Media Printing Depok.

Discussion

After the findings in this case are known, it is then analyzed how well the data presents the results of the research raised, especially the ability to explain how good the organization's commitment and leadership style are to employee performance. Furthermore, the results of this study will be discussed as follows:

The Effect of Organizational Commitment (X1) on Employee Performance (Y)

Based on the results of the analysis, the research variable of organizational commitment has a significant effect on employee performance as evidenced by the results of the t-test calculation = 20.742 while $t_{\text{table}} = 1.992$ ($t_{\text{cal}} > t_{\text{table}}$) with a significant level of $0.000 < 0.05$, then H_{01} is rejected and H_{a1} is accepted. This research is in line with the research that has been conducted by Heri Ginanjar & Berliana at PT. Sinar Citra Abadi, Jakarta with the title The Influence of Organizational Commitment on Employee Performance at PT. rays of eternal

The Influence of Leadership Style (X2) on Employee Performance (Y)

Based on the results of the analysis, the leadership style variable has a significant effect on employee performance as evidenced by the results of the tcal test = 7.081 while $t_{\text{table}} = 1.992$ ($t_{\text{cal}} > t_{\text{table}}$) with a significant level of $0.000 < 0.05$, then H_{02} is rejected and H_{a2} is accepted. This research is in line with research that has been conducted by Hatim Syayidah Aslami (2021) where in his research it was concluded that leadership style has a significant effect on employee performance.

The Simultaneous Influence of Organizational Commitment (X₁) and Leadership Style (X₂) on Employee Performance (Y)

Based on the results of the Anova test, the value of $F_{cal} > F_{table}$ or ($234.570 > 3.120$) was obtained and also strengthened with a significant value of < 0.05 or ($0.000 < 0.05$), then H_{03} was rejected and H_{a3} was accepted. So it can be concluded that organizational commitment and leadership style together have a significant effect on employee performance at PT 3M Media Printing Depok. This research is in line with research that has been conducted by Galih Putra Kislandar, Dewi Susita, and Suherman (2023) where the research resulted in the conclusion that organizational commitment and leadership style together have a significant effect on employee performance.

Conclusion

Based on the results of the description in each previous chapter, and from the results of the analysis and discussion of the influence of organizational commitment (X₁) and leadership style (X₂) on employee performance (Y), it is as follows:

1. Partially, organizational commitment has a significant effect on employee performance, this is evidenced by the results of the hypothesis test obtained by t_{count} of $t > t_{table}$ ($20,742 > 1,992$) and also strengthened with a significance of $0.000 < 0.05$. So H_{a1} was accepted. Thus, it can be concluded that organizational commitment variables have a significant effect on employee performance at PT 3M Media Printing Depok.
2. Partially, the leadership style has a significant effect on employee performance, this is evidenced by the

results of the hypothesis test obtained by t_{count} of $> t_{table}$ ($7.081 > 1.992$) and also strengthened with a significance of $0.000 < 0.05$. So H_{a2} was accepted. Thus, it can be concluded that leadership style variables have a significant effect on employee performance at PT 3M Media Printing Depok.

3. Organizational commitment and leadership style simultaneously have a significant effect on employee performance, this is evidenced by the results of the hypothesis test obtained $F_{count} > F_{table}$ or ($234,570 > 3,120$) and also strengthened by a significance of $0.000 < 0.05$. Hence H_{a3} is accepted. Thus, it can be concluded that the variables of organizational commitment and leadership style simultaneously have a significant effect on employee performance at PT 3M Media Printing Depok.

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