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The Effect of Organizational Culture, Innovation Climate, and Job Satisfaction on Affective Commitment (Case Study of PT. Java Connection)

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Abstract: This research aims to examine the effect of organizational culture on improving employee performance at PT. Java Connection. The population and sample consisted of 40 company employees. Because the number of samples is the same at the population, the census (or saturated) sampling method is used, where all members of the population are part of the sample. This research is categorized as causal associative, which aims to identify the relationship between variables. Data processing and analysis involved descriptive statistics, testing of research instruments (validity, reliability, and classical assumption tests), multiple regression analysis, and hypothesis testing (t-test and F-test), all of which were carried out using SPSS version 26. The results of this study indicate that (1) Organizational Culture has a positive influence on Affective Commitment, (2) Innovation Climate has a positive influence on Affective Commitment, (3) Job Satisfaction has a positive influence on Affective Commitment, (4) Organizational Culture, Innovation Climate, and Job Satisfaction simultaneously influence Affective Commitment.

Keyword: Organizational Culture, Innovation Climate, Job Satisfaction, Affective Commitment

INTRODUCTION

The phenomenon that occurred at the time of the research was prioritizing self-interest and prioritizing personal needs and desires over common interests. Paying attention to accuracy in work so as not to cause small unwanted mistakes. Unclear communication can also make it difficult for subordinates to understand and receive information that has been conveyed by superiors. Always ensure and recheck every work that has been done so that the results are in accordance with the predetermined objectives. This happens to employees at PT Java Connection because they do not take the time to double-check quality, so small errors or problems that should be corrected immediately are left, which can affect the quality of the final work. A wise leader is one who is able to recognize that human resources are assets that need to be managed according to the needs of the organization (Arifin, 2021). These needs can be met when human resources are able to achieve optimal performance. Therefore, leaders must

carefully observe the performance of their employees and understand the factors that can affect their performance, so as to create a supportive work environment for employees to give their best performance. So HR can also have an important role that may be removed from an organization.

Affective commitment can increase the influence of climate innovation in the work environment, so it is very strong in the group of affective commitment. In addition to being highly knowledgeable, it also has a high affective commitment to an innovation climate (Simanjuntak et al., 2023). And climate innovation is also applied in the work environment to be able to routinely leave on time, and also on order when working is needed by an employee (Septiady & Setiadi, 2022).

Employee commitment to the organization is an internal awareness that arises voluntarily and without pressure from other parties. A high level of commitment is believed to make a positive contribution to overall organizational performance (Putri Sinurat & Huda, 2023). Strong affective commitment can increase employee engagement and enjoyment of company membership (Anggriawan et al., 2023).

Organizational culture is a factor that influences affective commitment among others, the company includes rules and norms that exist in the workplace. This can affect how employees feel and think in the company, as well as how satisfied they are with their jobs. This culture also helps form emotional commitment among employees, as they share the same values (Harahap & Nasution, 2023). And is an invisible social force but is able to move individuals in an organization to carry out work activities in accordance with the values espoused (Alfian & Susanti, 2023).

In a climate of innovation, the organization becomes the basis for building an advanced and adaptable organization. A work environment that supports innovation gives individuals the opportunity to develop creative, new ideas and to face challenges without fear of failure. This climate not only spurs creativity, but also strengthens cooperation, trust, and motivation among employees (Asbari et al., 2020).

Job satisfaction can be a source of conflict within an organization, which in turn can disrupt harmony and harmony in the work environment, commitment is a form of satisfaction, so commitment is also considered as one of the important parts of satisfaction (Pradnyani & Surya Putra, 2023). Job satisfaction can be a source of conflict within an organization, which in turn can disrupt harmony and harmony in the work environment, commitment is a form of satisfaction, so commitment is also considered as one of the important parts of satisfaction (Pradnyani & Surya Putra, 2023).

Affective commitment can be influenced by organizational culture, innovation climate, and job satisfaction. This can be supported by previous research conducted by (Senjaya & Anindita, 2020), which shows that organizational culture, and job satisfaction are significantly related to affective commitment. (Bessie et al., 2021) therefore, which shows that organizational climate has a significant effect on organizational commitment, a work environment that supports innovation can increase employees' affective commitment. Yateno (2020) argues that affective commitment is also an emotional that each individual has towards the values espoused by the organization. Every employee shows the level of commitment they have to the organization (Riyani, 2022).

Based on the background described above, there is a deep understanding that a wise leader must have the ability to manage human resources in order to achieve optimal performance. Employee affective commitment is very important because it plays a role in improving company performance. Corporate culture and job satisfaction levels have an impact on employee commitment. Emotional commitment also plays a role in strengthening the climate of innovation and work order. The level of satisfaction in work can affect the level of commitment, which is an important element in maintaining the harmony of the work environment.

METHOD

This research uses quantitative methods with a descriptive approach to examine the influence of organizational culture, innovation climate, and job satisfaction on affective commitment. The type of data used is primary data obtained directly from respondents through questionnaires. Data collection was carried out by distributing questionnaires offline from respondents. This research data analysis technique can be done using IBM SPSS version 26 software, to test the hypothesis of the relationship between Organizational Culture, Innovation Climate, and Job Satisfaction. Then the measurement of variables in the study uses a 5-point Likert scale, namely with the following guidelines: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree, where respondents are asked to indicate their level of agreement with explanations related to organizational culture, innovation climate, job satisfaction, and affective commitment. The research method contains the type of research, sample and population or research subjects, time and place of research, instruments, procedures, and research techniques, as well as other matters relating to the method of research. This section can be divided into several sub-chapters, but no numbering is necessary.

RESULTS AND DISCUSSION

Respondents in this study were active employees of PT Java Connecton. Questionnaire data that can be processed is obtained from 40 respondents. The characteristics of respondents who became samples were analyzed based on demographic data. The demographics of respondents used in this study include gender and age of PT Java Connection employees. Respondent characteristics in more detail can be seen in the following table:

Table 4.1
Distribution of Respondents Based on Gander

Gender	Respondents	Percentage (%)
Male	36	90 %
Female	4	10%
Total	40	100%

Source: Primary data processed, 2025

Based on the information in table 4.1, it shows that of the 40 respondents taken in this study, namely all employees of PT Java Connection, most are male. So based on the table listed, it shows that there are 4 female respondents with a percentage of (10%) and 36 male respondents with a percentage of (90%). The respondent's assessment score category is presented in Table 4.1.

Table 4.2
Age Distribution of Respondents

Age	Respondents	Percentage
30 years ol less	5	12,5%
31-39 th	5	12,5%
40-49 th	19	47,5%
50 years or older	11	27,5%
Total	40	100%

Source: Primary data processed, 2025

Based on the data in table 4.2, it shows that of the 40 respondents taken in the study, namely most of the ages of PT Java Connection employees, it shows that employees aged 30 or less are 5 people, followed by respondents aged 31-39 years as many as 5 people, then respondents aged 40-49 years are 19 people, and the last employee aged 50 years and over is 11 people. So respondents aged 40-49 years have the highest percentage, namely, 47.5% and age 30 years less and 31-39 years have the least percentage, which is 12.5% of 40 respondents.

Table 4.3 Descriptive Test Results of Organizational Culture

Kode	Question/Statement item	Mean
BO 1	I always check my work to make sure there are no mistakes.	4.25
BO 2	I feel comfortable working with tasks that require high accuracy.	3.80
BO3	I believe that working in a team gives me the opportunity to learn from others.	4.08
BO4	I feel more confident at work when I know I have the support of my team.	3.98
BO5	I feel able to remain consistent in performance despite changes that occur.	3.68

Source: Primary data processed, 2025

Based on Table 4.3, it can be seen that the organizational culture variable has 5 question / statement items. So the data above can be seen that the question / statement that has the highest mean value is in the question / statement item BO1, namely “I always check my work to make sure there are no mistakes”. Meanwhile, the lowest mean value is in question item / statement BO5, namely “I feel able to remain consistent in performance despite the changes that occur”.

Table 4.4 Descriptive Test Results of Innovation Climate

Kode	Question/Statement item	Mean
II1	The lighting in my workplace is adequate to support daily activities.	3.47
II2	The sound or noise around my workplace does not interfere with concentration.	3.50
II3	In my workplace, there is mutual respect between fellow employees.	4.10
II4	My coworkers are always ready to help if I need support or assistance.	4.02
II5	The company provides sufficient training for employees to understand and implement the management system properly.	3.75

Source: Primary data processed, 2025

Based on the data in table 4.4, it can be seen that the innovation climate variable has 5 question / statement items. So the data above can be seen that the highest mean value is found in item II3, namely “In my workplace, there is mutual respect between fellow employees” with a mean value of 4.10. while the lowest mean value is found in item II2, namely “The sound or noise around my workplace does not interfere with concentration” with a mean value of 3.50. Seeing the mean average value on the innovation climate indicator above is in the high or good category, where the average value is 3.76.

Table 4.5 Descriptive Test Results of Job Satisfaction

Code	Question/Statement item	Mean
KK1	I feel satisfied with the type of work I do.	3.90
KK2	I feel that my job is in accordance with my interests and abilities.	3.77
KK3	I feel satisfied with the amount of wages I receive for the work I do.	2.58
KK4	I feel that my supervisor provides sufficient supervision of my work.	3.63
KK5	I feel that the supervision applied in my workplace helps improve my performance.	3.72

Source: Primary data processed, 2025

Based on the data in table 4.5, it can be seen that the job satisfaction variable has 5 question / statement items. From the results of the data analysis above, it can be seen that the highest mean value is found in item KK 1, namely “I feel satisfied with the type of work I do” with a mean value of 3.90. Conversely, the lowest mean value is found in KK item 3, namely “I feel satisfied with the amount of wages I receive for the work I do”. So with an average mean value on the job satisfaction question indicator of 3.52.

Table 4.6 Descriptive Test Results of Affective Commitment

Code	Question/Statement item	Mean
KA1	The organization where I work encourages employees to act ethically and professionally.	3.53
KA2	Leaders in my organization provide clear direction and inspire employees.	3.68
KA3	I always try to do my work wholeheartedly.	3.97
KA4	I feel that my job provides enough challenge to encourage me to grow,	3.87
KA5	I feel that my job gives me a sense of accomplishment and satisfaction.	3.87

Source: Primary data processed, 2025

Based on the data table 4.7, we can see that the affective commitment variable has 5 question / statement items. From the results of the data analysis above, it can be seen that the highest mean value is found in item KA 3, namely “I always try to do my job wholeheartedly” with a value of 3.97. Conversely, the lowest mean value is found in item KA 1, namely “The organization where I work encourages employees to act ethically and professionally”. With an

average mean indicator of affective commitment statements of 3.78, it is said that the indicators on affective commitment have a high or good category.

Table 4.7 Validity Test Result

Variable	Question/Statement item	R count	R table	Description
Organizational Culture	BO 1	0.703	0.263	<i>Valid</i>
	BO 2	0.818	0.263	<i>Valid</i>
	BO 3	0.742	0.263	<i>Valid</i>
	BO 4	0.475	0.263	<i>Valid</i>
	BO 5	0.554	0.263	<i>Valid</i>
Innovation Climate	II 1	0.840	0.263	<i>Valid</i>
	II 2	0.614	0.263	<i>Valid</i>
	II 3	0.626	0.263	<i>Valid</i>
	II 4	0.663	0.263	<i>Valid</i>
	II 5	0.828	0.263	<i>Valid</i>
Job Satisfaction	KK 1	0.824	0.263	<i>Valid</i>
	KK 2	0.541	0.263	<i>Valid</i>
	KK 3	0.657	0.263	<i>Valid</i>
	KK 4	0.761	0.263	<i>Valid</i>
	KK 5	0.794	0.263	<i>Valid</i>
Affective Commitment	KA 1	0.774	0.263	<i>Valid</i>
	KA 2	0.855	0.263	<i>Valid</i>
	KA 3	0.887	0.263	<i>Valid</i>
	KA 4	0.852	0.263	<i>Valid</i>
	KA 5	0.835	0.263	<i>Valid</i>

Source: Primary data Source: Primary data processed, 2025

In this study, the questionnaire is considered valid if the value of $r \text{ count} > r \text{ table}$ at a significance level of 0.05. Based on table 4.7, all r values from BO 1 to KA 1 exceed the r table of 0.263. This shows that each statement/question item in the questionnaire is declared valid, so that the data obtained from the research can be considered accurate.

Table 4.8 Reliability Test Results

Variable	Cronbach's alpha	Description
Organizational Culture	0,661	<i>Reliabel</i>
Innovation Climate	0,762	<i>Reliabel</i>
Job Satisfaction	0,772	<i>Reliabel</i>
Affective Commitment	0,890	<i>Reliabel</i>

Source: Primary data processed, 2025

In this study, the reliability coefficient is 0.6. The criteria that have a reliability test are as follows.

1. If the Cornbach's alpha value > 0.6 then the instrument is said to be reliable.
2. If the Cornbach's alpha value < 0.6 then the instrument is said to be unreliable.

So from table 4.8, a result can be obtained where the cornbach's alpha value is > 0.6 .

Where an organizational culture has a cornbach's alpha value of $0.661 > 0.6$, it is said to be reliable. The innovation climate with a cornbach's alpha value of $0.762 > 0.6$. Job satisfaction

with a cornbach's alpa value of $0.772 > 0.6$. And affective commitment has a cornbach's alpa value of $0.890 > 0.6$. So this can show that all variables are reliable.

Table 4.9 One-Sample Kolmogorov-Smirnov Test Normality Test
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.72914132
Most Extreme Differences	Absolute		.169
	Positive		.169
	Negative		-.098
Test Statistic			.169
Asymp. Sig. (2-tailed)			.006 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.184 ^d
	99% Confidence Interval	Lower Bound	.174
		Upper Bound	.194

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

Source: Data processed by SPSS, 2025

Based on the normality test with the p-plot in table 4.9, it can be seen that the p-plot lies along the diagonal line. So if you look at the normality test using Kolmogovor in the Asymp. Sig (2-tailed) has a residual value of $0.184 > 0.05$. So from the two normality tests on the data above, it is normally distributed.

Table 4.10 Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	-.905	2.370		-.382	.705		
	Total_BO	.358	.173	.290	2.073	.045	.440	2.271
	Total_II	.173	.147	.154	1.180	.246	.504	1.984
	Total_KK	.539	.144	.490	3.746	.001	.502	1.991

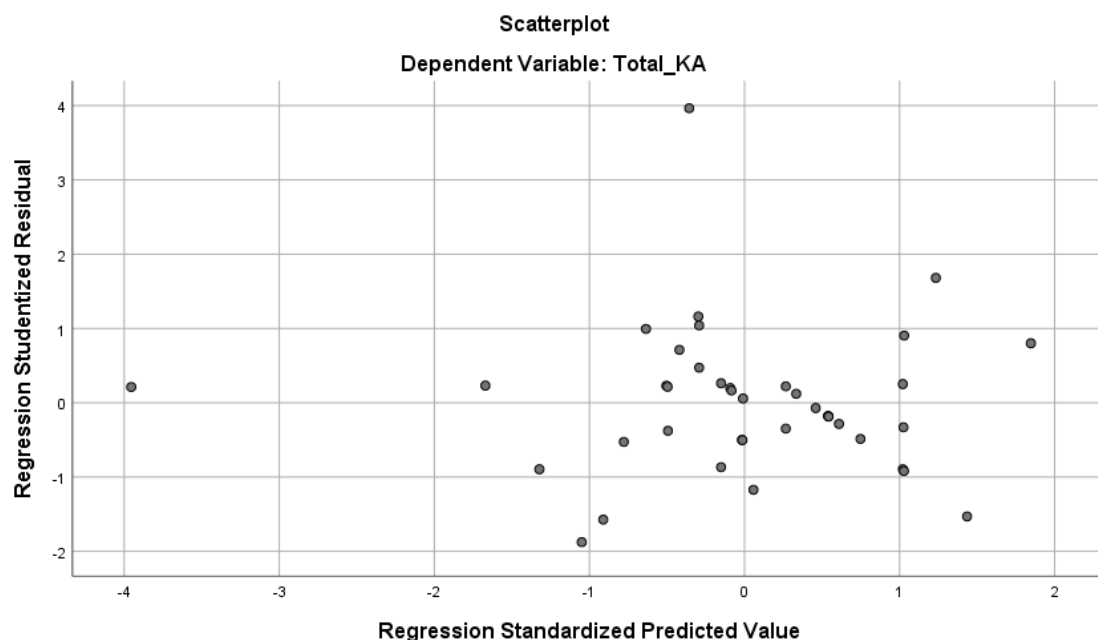
a. Dependent Variable: Total_KA

Source: Data processed by SPSS, 2025

Based on the data in table 4.10, there are three independent variables, namely organizational culture, innovation climate, and job satisfaction, which are tested against one dependent variable, namely affective commitment. From these data, it is known that the tolerance and VIF values meet the criteria for freedom from multicollinearity, namely the tolerance value > 0.01 and the VIF value < 10 . Therefore, it can be concluded that there is no multicollinearity in the model.

Heteroscedasticity Test

Heteroscedasticity test is an important step in testing classical assumptions in regression analysis. This test aims to ensure that the residual variance in the regression model does not change systematically with the values of the variables. If heteroscedasticity occurs, it can lead to problems such as inconsistent standard errors and less accurate parameter estimates. Therefore, it is important to examine the scatterplot and perform the glejser test as a method to detect the presence of heteroscedasticity. If the significance value of the glejser test is less than 0.05, it can be concluded that the data is heteroscedasticity, which requires more attention in regression analysis. Ideally, good data is data that is free from heteroscedasticity.



Source: Data processed by SPSS, 2025

Gambar 4.2 Pengujian Heteroskedastisitas
Table 4.11 Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.905	2.370		-.382	.705		
	Total_BO	.358	.173	.290	2.073	.045	.440	2.271
	Total_II	.173	.147	.154	1.180	.246	.504	1.984
	Total_KK	.539	.144	.490	3.746	.001	.502	1.991

a. Dependent Variable: Total_KA

Source: Data processed by SPSS, 2025

From table 4.11, it can be seen that the data has three independent variables, namely organizational culture, innovation climate, and job satisfaction with the dependent variable of affective commitment. From this data, a multiple linear regression equation can be obtained, namely

$$Y = -0.905 + 0.358 + 0.173 + 0.539$$

Table 4.12 Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.905	2.370		-.382	.705
	Total_BO	.358	.173	.290	2.073	.045
	Total_II	.173	.147	.154	1.180	.246
	Total_KK	.539	.144	.490	3.746	.001

Source: Data processed by SPSS, 2025

Based on table 4.12 above, the effect on the research hypothesis can be determined as follows:

1. Hypothesis 1 which reads “Organizational Culture has a positive effect on Affective Commitment”. Then the t test result is the significance level of organizational culture $0.045 < 0.05$. Thus it can be concluded that H1 is accepted (proven).
2. Hypothesis 2 which reads “Innovation Climate has a positive effect on Affective Commitment”. The result of the t test is the significance level of affective commitment $0.246 > 0.05$. Thus it can be concluded that H2 is accepted (proven).
3. Hypothesis 3 which reads “Job Satisfaction has a positive effect on Affective Commitment”. The result in the t test is the significance level of affective commitment $0.001 < 0.05$. Thus it can be concluded that H3 is accepted (proven).
- 4.

Tabel 4.13 Hasil Uji F (Simultan)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	260.168	3	86.723	26.774	.000 ^b
	Residual	116.607	36	3.239		
	Total	376.775	39			

a. Dependent Variable: Total_KA

b. Predictors: (Constant), Total_KK, Total_II, Total_BO

Source: Data processed by SPSS, 2025

Where the results of the F test in the table above show that the sig value is $0.000 < 0.05$, so it can be concluded that the variables of organizational culture, innovation climate, and job satisfaction can simultaneously affect the value of affective commitment.

Tabel 4.14 Hasil Uji Koefisiensi Determinasi (R^2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.831 ^a	.691	.665	1.800	1.939

a. Predictors: (Constant), Total_KK, Total_II, Total_BO

b. Dependent Variable: Total_KA

Source: Data processed by SPSS, 2025

Based on table 4.14, it can be seen that the R square value is 0.665, this means that 66.5% of affective commitment variables are influenced by organizational culture variables, innovation climate, and job satisfaction. While the remaining 33.5% is the contribution of other variables not used in this study. Standard error estimate (SEE) of 1.800, the smaller the standard error estimate (SEE) value, the more precise the regression will be in predicting the dependent variable.

Discussion

Based on the results of the data analysis that has been carried out, the explanation of hypothesis testing is as follows: Berdasarkan hasil analisis data yang telah dilakukan, penjelasan mengenai pengujian hipotesis adalah sebagai berikut:

The Effect of Organizational Culture on Affective Commitment

Based on the test results, Organizational Culture obtained a significance value of 0.045 which may mean that the Organizational Culture variable has a significant negative effect on affective commitment.

Organizational culture affects affective commitment. This is because the stronger the organizational culture, the higher the emotional attachment of employees to the organization. So this result can be in line with the research that has been done. It can reveal that a strong organizational culture is able to increase affective commitment in employees (Ariani et al., 2017).

Organizational culture plays an important role in strengthening employees' affective commitment, which is their emotional attachment to the company. A healthy culture, which reflects the values and supports the well-being of employees, can increase their motivation and create a sense of community in achieving common goals according to the organization's culture (Zusma Nurussaifa, 2020). So when organizational culture is supported by clear communication, affective leadership, and a good culture, it can increase productivity, and reduce employee turnover.

Effect of Innovation Climate on Affective Commitment

Based on the test results, the Innovation Climate obtained a significance value of 0.246 which may mean that the Organizational Culture variable has a significant negative effect on affective commitment.

An organization's innovation climate refers to one that supports creativity, experimentation, and implementation of new ideas. So an atmosphere that supports innovation

can strengthen employees' affective commitment, which is their emotional closeness to the organization. When employees feel empowered to innovate, they tend to be more emotionally attached and have a greater drive to contribute to the achievement of organizational goals. According to (Siregar et al., 2019), which states that innovation climate is in line with affective commitment.

In addition, research by (Rahmi et al., 2022), creating a positive innovation climate can be an effective strategy for increasing affective commitment that improves overall organizational performance and success. Thus, organizations that can nurture a climate of innovation that increases affective commitment.

The Effect of Job Satisfaction on Affective Commitment

Based on the test results, Job Satisfaction obtained a significance value of 0.001 which means that the Job Satisfaction variable has a negative and significant effect on Affective Commitment.

Job satisfaction is a very effective measure to strengthen their affective commitment to the organization. So when employees are satisfied with their jobs, they will be more emotionally attached and have a greater drive to contribute to the organization's goals. (Nabila, 2021). This can increase employees feel valued and satisfied with work tend to be more productive to support the success of the organization in achieving goals.

The Effect of Organizational Culture, Innovation Climate, and Job Satisfaction on Affective Commitment.

Organizational culture, innovation climate, and job satisfaction simultaneously influence affective commitment (Lestaria & Majang Palupi, 2023). This culture strengthens employees' emotional commitment as they feel like an important part of the team. In addition, the company also builds a climate of innovation by giving employees the freedom to convey new ideas and be creative, both in product development and work process improvement. It encourages employees to feel more valued, motivated, and more emotionally connected to the company.

Job satisfaction although another important aspect in increasing affective commitment at PT Java Connection. The company provides competitive salaries, welfare facilities, and opportunities to develop careers, so that employees feel valued and satisfied with work. (Masripah, 2016) Employees who are supported and feel comfortable with their work environment tend to be more loyal and committed to making the best contribution to the company's success. By combining culture, a creative climate of innovation, and high levels of job satisfaction, PT Java Connection managed to increase the affective commitment of its employees.

This section contains data (in brief form), data analysis, and interpretation of the results. Results can be presented in tables or graphs to clarify the results verbally because sometimes the display of an illustration is more complete and informative than the display in narrative form.

This section must answer the problems or research hypotheses that have been formulated previously.

CONCLUSION

This research confirms that job satisfaction has a significant influence on affective commitment. Employees who feel valued and satisfied with their jobs tend to be more committed to the organization and show higher levels of productivity. Using a comprehensive approach through primary and secondary data, this study provides an in-depth analysis of the factors that influence affective commitment at PT Java Connection.

The saturated sampling method ensures that the research results reflect the condition of the entire workforce in the company. Based on the findings obtained, this study recommends

that organizations increase job satisfaction through the creation of a positive work environment, a supportive organizational work culture, and a climate of innovation. With these steps, affective commitment is expected to increase, which in turn has a positive impact on overall organizational performance.

The conclusion must be linked to the title and answer the research formulation or objectives. Do not make statements that are not adequately supported by your findings. Write down improvements made to industrial engineering or science in general. Don't create further discussion, repeat abstracts, or simply list research findings. Don't use bullet points, use paragraph sentences instead.

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