

The Effect of Leadership, Motivation and Job Satisfaction on Organizational Commitment

Muh. Yusuf Q¹, M. Risal², Srisapta³

^{1,2,3}Universitas Muhammadiyah Palopo

Email: myusuf@umpalopo.ac.id

ABSTRACT

Public sector organizations or government organizations are pioneers in advancing a region. Success in advancing an area can be seen from how well individuals are in their commitment to the organization. This study aims to determine the effect of leadership, motivation, and job satisfaction on organizational commitment at echelons 2, 3, and 4 in the Luwu Regency Regional Work Unit (SKPD) with a sample of 87. This study concludes that leadership, motivation, and job satisfaction have a significant effect. either partially or simultaneously.

Keywords: Leadership, motivation, job satisfaction, organizational commitment

INTRODUCTION

The success of an organization is one of the benchmarks for the implementation of work programs that have been carried out by human resources in the organization, human resources are the main element in controlling and controlling organizational performance. The success of an organization in both the public and private sectors depends on the pattern of performance carried out by the human resources in it. In this case, human resources are expected to have a high commitment to achieving goals and carrying out organizational functions by established provisions.

A public sector organization or government is a formal organization with a group of individuals who interact and work together to achieve goals and carry out tasks according to regulations (Gibson et al., 2006). Regional development planning needs to be improved properly and balanced with the availability of existing resources, especially human resources (Rante et al., 2014). Thus, it can be explained that humans have an important role in the survival of an organization, the success or failure of a public sector organization is determined by the government apparatus.

Public sector organizations have duties and functions that must be carried out properly based on laws and regulations. Nur (2017) explained that the Regional Apparatus Work Unit (SKPD) is one of the public sector organizations that is formally integrated into assisting regional heads to carry out their duties and responsibilities in carrying out the development, implementation of government systems and services to the community. Based on this, it can be explained that SKPD must have good performance in carrying out their duties and responsibilities towards development and society. The importance of the quality of human resources as the implementation of roles in public sector organizations needs to be improved even better (Watania et al., 2018). Successful performance in government organizations basically must have a high commitment to the organization (Kurniawan, 2013). The importance

of organizational commitment possessed by human resources in the organization will have an impact on the creation of performance by organizational goals (Fitri et al., 2013). Good organizational commitment will have an impact on change and accelerate performance in public sector organizations (Kunwaviyah & Syafruddin, 2004)

Organizational commitment is one of the most important elements that must be considered by an organization (Akbar et al., 2016). Organizational commitment will have a positive impact on employees, where this commitment will make employees not easily leave the company and employees have a sense of responsibility to achieve organizational goals. (Tania & Sutanto, 2013). Ciptodihardjo (2013) explained that organizational commitment needs to be increased and owned by employees. The existence of organizational commitment will bring emotional changes to employees for self-development and better performance.

Markovits et al (2007) explain that organizational commitment to a sector is influenced by several factors. Purba (2011) explained that one of the factors that affect one's job satisfaction is the leadership factor. Leadership is a relationship that exists between superiors and subordinates in performance to achieve organizational goals (Potu, 2013). Leadership is one of the benchmarks that must be carried out properly by superiors in realizing organizational goals (Susiawan & Muhid, 2015). Leadership in an organization can be interpreted that there is a process of influencing a group of people to achieve the vision and mission of an organization (Susiawan & Muhid, 2015). Leadership has an important role in increasing better organizational commitment, with the hope of realizing organizational goals (Nasir et al., 2020). Thus, leadership in a public sector organization will have an impact on organizational change for the better.

A person's motivation can affect organizational commitment (Kalkavan et al., 2015; Marewo et al., 2020; Russell et al., 2016; Yucel & Bektas, 2012). Motivation is a person's encouragement and will to do something to meet needs (Marliani, 2019; Sunarsi, 2018b, 2018a). Motivation is also a person's basis in doing the will that leads to one's behavior and is done with pleasure (Alfian et al., 2019; Prihantoro, 2015; Sirait et al., 2019). Someone who has high motivation will be able to increase organizational commitment well so that better performance can be achieved in an agency (Burton et al., 2002). High motivation possessed by employees will bring changes to employee commitment to work more than what is expected by an organization (Suarjana et al., 2016). In this case, work motivation for employees is one of the most important elements in increasing organizational commitment, with motivation, employees will be better at carrying out their duties and responsibilities to achieve organizational goals.

Gondokusumo & Sutanto (2015) Explain that forming organizational commitment is strongly influenced by one's job satisfaction. Miftachudin & Suhermin (2019) explains that someone who is satisfied in a job will direct them to high organizational commitment and will be able to provide good quality work. Job satisfaction felt by employees will have an impact on decreasing organizational commitment or increasing organizational commitment (Sudita, 2015). Thus, someone who is very satisfied at work will lead to high organizational commitment, and vice versa. A person's job satisfaction in an organization is a measure of how committed an employee is to work (Sari & Susilo, 2018). Based on this, the more satisfied someone is at work, the organizational commitment will be well-formed as well as organizational performance.

Several previous studies on the factors that influence organizational commitment have been carried out to obtain empirical results, previous research conducted by Hasan (2019), Purnomo (2018), and Teneh et al. (2016) explained that leadership has a significant and positive influence on organizational commitment, better leadership or by the expectations felt by employees will have an impact on increasing organizational commitment owned by employees. Suputra & Sriathi (2018), Hasan (2019), Tania & Sutanto (2013) explained that motivation has a significant and positive influence on organizational commitment, the higher the motivation felt by employees will have an impact on increasing organizational commitment owned by employees. Ariawan & Sriathi (2017), Suputra & Sriathi (2018), Hasan (2019), Hidayat (2018) explained that job satisfaction has a significant and positive influence on organizational commitment, increasing job satisfaction felt by employees will have an impact on increasing organizational commitment owned by employees.

Organizational commitment to the SKPD of Luwu Regency needs to be improved properly, with the organizational commitment of the Luwu Regency SKPD will have an impact on changes in development, government systems, and services to the community more effectively, seeing the greater use of the budget and revenue of Luwu Regency gives full responsibility to the SKPD Luwu Regency to carry out its duties and functions as a formal organization. This research was conducted at the Luwu District SKPD to empirically know the factors that influence the Luwu District SKPD organizational commitment. Seeing the importance of organizational commitment to the Luwu Regency SKPD, this research is important to do to obtain empirical results while providing accurate information to the Luwu Regency SKPD management in increasing organizational commitment.

METHOD

This research method is carried out using a descriptive quantitative analysis approach. The location of this research is the SKPD of Luwu Regency, the population in this study is all SKPD of Luwu Regency with a total of 662, the sampling technique in this study uses calculations based on the Slovin formula with a significance level of 10% so that the number of samples in this study is 87 samples. The sampling technique in this study used a proportionate stratified random sampling technique. The data and data sources in this study used primary data in the form of a statement questionnaire which was measured using a Likert scale. The data analysis technique in this study uses multiple linear regression data analysis techniques

RESULT AND DISCUSSION

Before performing a regression analysis between variables, the validity and reliability of the data were first tested, and the classical assumption test was carried out:

Table 1
Validity Test Results

Variable	No. Question Items	r Table	r Count	Explanation
Leadership	1	0.211	0.607	Valid
	2	0.211	0.689	Valid
	3	0.211	0.656	Valid
Motivation	1	0.211	0.364	Valid
	2	0.211	0.517	Valid
	3	0.211	0.364	Valid
	4	0.211	0.581	Valid
Job satisfaction	1	0.211	0.679	Valid
	2	0.211	0.600	Valid
	3	0.211	0.691	Valid
Organizational Commitment	1	0.211	0.513	Valid
	2	0.211	0.481	Valid
	3	0.211	0.358	Valid
	4	0.211	0.521	Valid

Source: Primary data processed, 2021

Based on table 1 above, it can be explained that each statement item in this study shows that the calculated r count is greater than the table r count, so that the validity test in this study is fulfilled.

Uji Reliabilitas

Tabel 2
Hasil Uji Reliabilitas

Variable	Cronchbach Alpha	Explanation
Leadership	0.623	Reliable
Motivation	0.719	Reliable
Job satisfaction	0.752	Reliable
Organizational commitment	0.691	Reliable

Source: Primary data processed, 2021

Based on table 2 above, it can be explained that the reliability test in this study was fulfilled, based on the value of each variable which showed greater than 0.6.

Classic Assumption Test

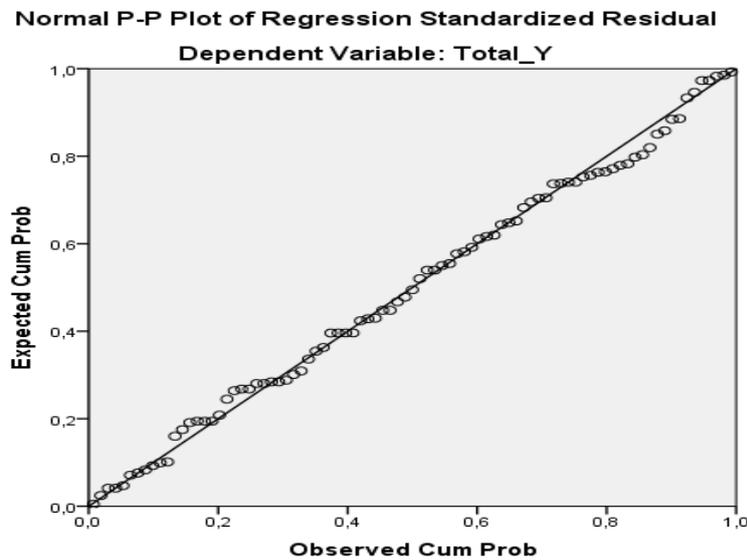


Figure 1. Normality Test

Source: Primary data processed, 2021

Based on Figure 1, it can be explained that the points are spread close together and follow a diagonal line, thus it can be concluded that the residual value is normally distributed or the normality test in this study is fulfilled.

**Table 3
Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Leadership	,991	1,010
Motivation	,996	1,004
Job satisfaction	,990	1,010

Source: Primary data processed, 2021

Based on table 3, it can be concluded that there is no multicollinearity between the independent variables because the VIF value has a value of less than 10 and a tolerance value of more than 0.1.

Table 4
Heteroscedasticity Test Results

			Leadership	Motivatio n	Job satisfaction	Unstandardi zed Residual
Spearman's rho	Leadership	Correlation Coefficient	1,000	,013	,101	,011
		Sig. (2-tailed)	.	,903	,351	,921
		N	87	87	87	87
	Motivation	Correlation Coefficient	,013	1,000	,022	,025
		Sig. (2-tailed)	,903	.	,837	,818
		N	87	87	87	87
	Job satisfaction	Correlation Coefficient	,101	,022	1,000	,030
		Sig. (2-tailed)	,351	,837	.	,782
		N	87	87	87	87
	Unstandar dized Residual	Correlation Coefficient	,011	,025	,030	1,000
		Sig. (2-tailed)	,921	,818	,782	.
		N	87	87	87	87

Source: Primary data processed, 2021

Based on the table above, shows that each variable does not experience symptoms of heteroscedasticity. The test results show that the significance value of each variable is more than 0.05

Table 5
t Test Results

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	12,045	2,427	4,963	,000
1 Leadership	,199	,084	2,372	,020
Motivation	,253	,099	2,564	,012
Job satisfaction	,266	,101	2,624	,010

Source: Primary data processed, 2021

Based on the t-test table, it can be explained that each variable has a t-count value greater than the t-table, which is 1.66256 with a significance level of less than 0.05. Thus, it can be

concluded that partially leadership, motivation and job satisfaction variables have a significant positive effect on organizational commitment

Table 7.

Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,442 ^a	,196	,166	1,096

Source: Primary data processed, 2021

Based on table 7, it can be explained that the R Square value is 0.196, these results indicate that the organizational commitment variable can be explained by the leadership, motivation, and job satisfaction variables by 19.6 percent while the rest is influenced by other variables not discussed in this study.

CONCLUSION

Organizational commitment is partially influenced by leadership at echelon 2, 3, and 4 in the Luwu Regency Regional Apparatus Work Unit (SKPD); Organizational commitment is partially influenced by motivation at echelon 2, 3, and 4 in the Luwu Regency Regional Work Unit (SKPD); Organizational commitment is partially influenced by job satisfaction at echelon 2, 3, and 4 in the Luwu Regency Regional Work Unit (SKPD); Organizational commitment is simultaneously influenced by leadership, motivation and job satisfaction at echelon 2, 3, and 4 in the Regional Work Unit (SKPD) of Luwu Regency.

REFERENCES

Akbar, F. H., Hamid, D., & Djudi, M. (2016). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional dan Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 38(2), 79–88.

Alfian, M., Niswaty, R., Darwis, M., Arhas, S. H., & Salam, R. (2019). *Motivasi Kerja Pegawai pada Sekretariat Dewan Perwakilan Rakyat Daerah Kabupaten Gowa*. 1, 35–44.

Ariawan, P. A. Y., & Sriathi, A. A. A. (2017). Pengaruh Stres Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi Karyawan Pbf. Pt. Banyumas Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 7(2), 964. <https://doi.org/10.24843/ejmunud.2018.v7.i02.p15>

Burton, J. ., Lee, T. ., & Holtom, B. C. (2002). The Influence of Motivation to Attend, Ability to Attend, and Organizational Commitment on Different Types of Absence Behaviors.

Journal of Managerial Issues, Summer, 181-197.

- CIPTODIHARDJO, I. (2013). PENGARUH KEPEMIMPINAN, MOTIVASI, KEPUASAN KERJA TERHADAP KOMITMEN ORGANISASIONAL DAN KINERJA KARYAWAN PADA KARYAWAN PT.SMARTFREN,Tbk DI SURABAYA. *Jurnal Ilmiah Mahasiswa Manajemen, 2*(1).
- Fitri, S. M., Ludigdo, U., & Djamhuri, A. (2013). PENGARUH GAYA KEPEMIMPINAN, KOMITMEN, ORGANISASI, KUALITAS SUMBER DAYA, REWARD, DAN PUNISHMENT TERHADAP ANGGARAN BERBASIS KINERJA (Studi Empirik Pada Pemerintah Kabupaten Lombok Barat). *Jurnal Dinamika Akuntansi, 5*(2), 157–171. <https://doi.org/10.15294/jda.v5i2.2996>
- Gibson, James L., J.M. Ivancevich, J.H. Donelly, J. R. K. (2006). *Organizations Behavior, Structure, Process* (Twelfth Ed). McGraw-Hill Companies, Inc.
- Gondokusumo, S., & Sutanto, E. M. (2015). Motivasi kerja, kepuasan kerja, dan komitmen organisasional karyawan. *JURNAL MANAJEMEN & KEWIRAUSAHAAN, 17*(12), 186-196.
- Hasan, G. (2019). Motivasi, Kepuasan, Karakteristik, Kepemimpinan dan Keadilan Terhadap Komitmen Organisasi. *Efisiensi - Kajian Ilmu Administrasi, 16*(1), 21–32. <https://doi.org/10.21831/efisiensi.v16i1.24474>
- Hidayat, A. S. (2018). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasi Dan Turnover Intention. *Jurnal Manajemen dan Pemasaran Jasa, 11*(1), 51. <https://doi.org/10.25105/jmpj.v11i1.2516>
- Kalkavan, S., Katrinli, A., & Çetin, S. S. (2015). Structural Transformation of Turkish Insurance Sector and Leadership & Coaching Applications for Human Resources Competency Development: Güneş Insurance Company. *Procedia - Social and Behavioral Sciences, 210*, 241–250. <https://doi.org/https://doi.org/10.1016/j.sbspro.2015.11.364>
- Kunwawiyah, & Syafruddin, M. (2004). *PERAN VARIABEL KOMITMEN ORGANISASI DAN INOVASI PADA HUBUNGAN PENGANGGARAN DAN KINERJA: STUDI KASUS PADA SKPD KABUPATEN MAGELANG. 55.*
- Kurniawan, M. (2013). Pengaruh komitmen organisasi, budaya organisasi, dan kepuasan kerja

- terhadap kinerja organisasi publik (studi empiris pada skpd pemerintah kabupaten kerinci). *Jurnal Akuntansi*, 1(3).
- Marewo, N. T., Mutongi, C., Nyoni, T., & Nyoni, S. P. (2020). The Impact of Employee Motivation on Organizational Commitment. *International Journal of Advance Research and Innovative Ideas in Education(IJARIIE)*.
- Markovits, Y., Davis, A. J., & Van Dick, R. (2007). Organizational commitment profiles and job satisfaction among Greek private and public sector employees. *International Journal of Cross Cultural Management*, 7(1), 77–99. <https://doi.org/10.1177/1470595807075180>
- Marliani, L. (2019). Motivasi Kerja Dalam Perspektif Douglas Mc Gregor. *Jurnal Ilmiah Ilmu Administrasi Negara*, 6(2), 3.
- Miftachudin, R., & Suhermin, S. (2019). Pengaruh Motivasi, Kompetensi Dan Kepuasan Kerja Terhadap Komitmen Organisasi. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 8(12).
- Nasir, M., Basalamah, J., & Murfat, M. Z. (2020). Pengaruh Gaya Kepemimpinan Situasional, Budaya Organisasi Dan Kompensasi Terhadap Kinerja. *Jurnal Equilibrium*, 1(2). <https://doi.org/10.24912/je.v23i3.416>
- Nur, M. A. (2017). ... Transformasional Terhadap Kekompakan, Keterlibatan Kerja Dan Kinerja Pegawai (Studi Penyusunan Dokumen Perencanaan Pembangunan Satuan Kerja Perangkat *Jurnal Bisnis dan Pembangunan*, 6(1).
- Potu, A. (2013). Kepemimpinan, Motivasi, Dan Lingkungan Kerja Pengaruhnya Terhadap Kinerja Karyawan Pada Kanwil Ditjen Kekayaan Negara Suluttenggo Dan Maluku Utara Di Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4), 1208–1218. <https://doi.org/10.35794/emba.v1i4.2894>
- Prihantoro, A. (2015). PENINGKATAN KINERJA SUMBER DAYA MANUSIA MELALUI MOTIVASI, DISIPLIN, LINGKUNGAN KERJA, DAN KOMITMEN. *Deepublish*.
- Purba, S. (2011). Pengaruh Budaya Organisasi, Gaya Kepemimpinan, Dan Kepuasan Kerja Terhadap Komitmen Organisasi. *Jurnal Manajemen Pendidikan UNJ*, 2(2), 112691.
- Purnomo, E. (2018). Pengaruh Kepemimpinan terhadap Komitmen Organisasi. *Sosio e-kons*, 10(1), 28. <https://doi.org/10.30998/sosioekons.v10i1.2399>

- Rante, A., Rosidi, & Djamhuri, A. (2014). Sistem akuntansi manajemen sebagai pemediasi pengaruh gaya kepemimpinan dan desentralisasi terhadap kinerja manajerial (studi pada satuan kerja perangkat daerah kota jayapura). *Jurnal Akuntansi Multiparadigma*, 12(3), 464–477.
- Russell, Z. A., Ferris, G. R., Thompson, K. W., & Sikora, D. M. (2016). Overqualified human resources, career development experiences, and work outcomes: Leveraging an underutilized resource with political skill. *Human Resource Management Review*, 26(2), 125–135. <https://doi.org/https://doi.org/10.1016/j.hrmr.2015.09.008>
- Sari, O. R., & Susilo, H. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan organizational citizenship behavior sebagai variabel intervening (studi pada karyawan PTPN X-Unit Usaha Pabrik Gula Modjopangoong Tulungagung). *Jurnal Administrasi Bisnis*, 64(1).
- Sirait, E. J. M., Arhas, S. H., & Suprianto, S. (2019). The Influence of Assignment of Lecturers at School (ALS) Program on Students Learning Motivation in Tarakan City. *Jurnal Ad'ministrare*, 6(1), 79–88.
- Suarjana, A. A. G. M., Putra, I. K. M., & Susilawati, N. L. N. ayu S. (2016). Pengaruh Motivasi Kerja dan Kepuasan Kerja Terhadap Komitmen Organisasi serta Dampaknya Terhadap Kinerja Pegawai PLN Rayon Gianyar di Kabupaten Gianyar. *Jurnal Bisnis dan Kewirausahaan*, 12(1), 1–11.
- Sudita, I. N. (2015). Pengaruh Kepuasan Gaji, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Turnover Intention. *Efektif Jurnal Bisnis Dan Ekonomi*, 6(1).
- Sunarsi, D. (2018a). Analisis Motivasi Kerja Tenaga Pendidik Sukarela Pada Pusat Kegiatan Belajar Masyarakat (PKBM) Bimasda Kota Tangerang Selatan. *Kreatif: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 6(2), 53–65.
- Sunarsi, D. (2018b). Pengaruh Motivasi Dan Disiplin Terhadap Produktivitas Kerja Karyawan Pada PT. Nadi Suwarna Bumi. *Jurnal Semarak*, 1(1).
- Suputra, I. D. N. S. A., & Sriathi, A. A. A. (2018). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional. *E-Jurnal Manajemen Universitas Udayana*, 7(9), 4628. <https://doi.org/10.24843/ejmunud.2018.v07.i09.p01>

- Susiawan, S., & Muhid, A. (2015). Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasi. *Persona: Jurnal Psikologi Indonesia*, 4(03), 304–313. <https://doi.org/10.30996/persona.v4i03.725>
- Tania, A., & Sutanto, E. M. (2013). *Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional Karyawan Pt . Dai Knife Di Surabaya*. 1(3).
- Teneh, F. C., Tewal, B., & Tawas, H. N. (2016). Analisis Peran Kepemimpinan, Keadilan Kompensasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Dan Kinerja Pegawai Pada Dinas Koperasi Dan Umkm Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(4).
- Watania, C. R., Pangemanan, S., & Sumampow, I. (2018). SUMBER DAYA APARATUR SIPIL NEGARA DALAM MENDUKUNG KINERJA DI BIRO UMUM KANTOR GUBERNUR SULAWESI UTARA. *Jurnal Jurusan Ilmu Pemerintahan*, 1(1).
- Yucel, I., & Bektas, C. (2012). Job Satisfaction, Organizational Commitment and Demographic Characteristics Among Teachers in Turkey: Younger is Better? *Procedia - Social and Behavioral Sciences*, 46, 1598–1608. <https://doi.org/https://doi.org/10.1016/j.sbspro.2012.05.346>

{Bibliography