



The Role of Leadership Style, Job Satisfaction, and Organizational Culture on Organizational Commitments

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Abstract

This study aims to 1) identify and analyze the effect of leadership style, job satisfaction, and organizational culture partially on Organizational Commitment at the Regional Financial and Revenue Management Agency of South Sulawesi, 2) identify and analyze the influence of Leadership Style, Job Satisfaction, and Organizational Culture. Simultaneous with Organizational Commitment at the Regional Finance and Revenue Management Agency of South Sulawesi, 3) knowing and analyzing Leadership Style, the most dominant variable influencing Organizational Commitment in the Regional Finance and Revenue Management Agency of South Sulawesi. This research was conducted at the Regional Financial and Revenue Management Agency of South Sulawesi. The method used is a field survey with a questionnaire as a supporting instrument. The number of samples is 72 respondents. The formula used to determine the selection is the formulation of Slovin. Data were analyzed using Multiple Linear Regression. The results of this study indicate that: 1) Taken together, the three factors or variables that become the analysis of the research, namely the factors of leadership style, job satisfaction, and organizational culture, have a significant and significant influence on Organizational Commitment in the Regional Financial and Revenue Management Agency of South Sulawesi, 2) Individually or partially, that the factors of Leadership Style, Job Satisfaction, and Organizational Culture have a significant or significant influence on the Organizational Commitment of the Financial Management Agency and Regional Income of South Sulawesi, 3) Of the three factors, the most dominant factor is Organizational Culture, then followed by Leadership in the second position, and finally Job Satisfaction



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1. Introduction

Commitment makes a person make up his mind, is determined to work hard, sacrifice, and be responsible for achieving his own goals and the goals of the organization or company that have been agreed upon or determined in advance. Commitment has an important role, especially in a person's performance when working; this

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is due to a commitment that becomes a reference and encouragement that makes them more responsible for their obligations. However, in reality, many organizations or companies pay less attention to the commitment/loyalty of their employees so that their performance is less than optimal. Organizational commitment itself is an attitude shown by individuals with identification, involvement, and dedication to the organization and a desire to remain in the organization and not willing to leave the organization under any circumstances. Job satisfaction also has a close relationship with organizational commitment. Job satisfaction is the first aspect that is achieved before an employee has the organizational commitment, which according to Gunluet al. (2010), job satisfaction has a significant influence on organizational commitment. They are stated that another factor that is considered influencing organizational commitment is leadership. Leaders have responsibility for the activities carried out by their subordinates. Mintzberg in Luthans (2002) and Sutiadi (2003) argue that leadership in organizations is a regulator of vision, motivator, analyst, and mastery of work. (2009) suggests that the success of business activities. Organizational development is primarily determined by the quality of its leadership or management and the commitment of the organization's top leaders to the required energy investment and the personal efforts of the leadership. Anoraga et al. (1995) in Tika (2009) suggest nine leadership roles in organizations, namely leaders as planners, leaders as policymakers, leaders as experts, leaders as executors. Leaders as controllers, leaders as gift or punishment givers, leaders as role models and symbols or symbols, the leader as a place to blame all the mistakes, and the leader as a substitute for the role of other members. Therefore, the leadership ability of a leader is an essential requirement. If a leader is correct, it can be assumed that the level of commitment to the organization will also increase. Empirical support for the strong influence of Leadership Style, Job Satisfaction, and Organizational Culture on Organizational Commitment has at least been put forward by several researchers, including Taurisa, and Ratnawati (2012), Simanjuntak (2013), Awan., Mahmood, and Idrees (2014), Akomolafe and Olatomide (2013), Heriyanti (2007). Starting from this basis of thinking, the title of the research proposed is The Effect of Leadership Style, Job Satisfaction, and Organizational Culture on Organizational Commitment to the Financial Management Agency and Regional Income of South Sulawesi.

Based on the phenomena and backgrounds that have been described, the formulations of the problems posed in this study are: 1) Do Leadership Style, Job Satisfaction, and Organizational Culture partially positively and significantly affect organizational commitment to the Regional Finance and Revenue Management Agency of South Sulawesi? 2) Do Leadership Style, Job Satisfaction, and Organizational Culture simultaneously positively and significantly affect organizational commitment at the Regional Finance and Revenue Management Agency of South Sulawesi? 3) Does the Leadership Style have the most dominant influence on Organizational Commitment in the Regional Finance and Revenue Management Agency of South Sulawesi?. The objectives of this study are: 1) To know and analyze the partial influence of Leadership Style, Job Satisfaction, and Organizational Culture on Organizational Commitment to the Regional Finance and Revenue Management Agency of South Sulawesi? 2) To know and analyze the effect of Leadership Style, Job Satisfaction, and Organizational Culture simultaneously on Organizational Commitment to the Regional Finance and Revenue Management Agency of South Sulawesi? 3) To find out and analyze which variable has the most dominant influence on Organizational Commitment in the Regional Financial and Revenue Management Agency of South Sulawesi?

Leadership Style

According to Kerlinger and Padhazur in Siagian (2010), leadership is the ability of each leader to influence and mobilize his subordinates so that his associates work passionately, are willing to work together, and have high discipline, where assistants are tied together in groups. Equal and push them towards a specific goal. Meanwhile, according to Wahjosumidjo (1994), leadership is a process between relationships or interactions between leaders, subordinates, and situations. Robbins (2010) states that leadership can influence a group towards the achievement of a goal. Leadership is the influence between individuals exercised in certain situations and is directed through the communication process towards achieving one or more specific purposes.

Leadership involves the deliberate process of social impact carried out by a person to structure activities and influence within a group or organization. Kartini (1994) states that leadership is guiding, guiding, guiding, building, giving or awakening work motivation, driving the organization and networking communication networks, and bringing followers to the target they want to aim at with the provisions of time and planning. Job satisfaction is a general attitude of an individual towards his job. Someone with a high level of job satisfaction shows a positive attitude towards the job; someone who is not satisfied with their job shows a negative attitude. (Robbins, 2010). Luthans (2011) states that job satisfaction has three dimensions: Job satisfaction is a person's emotional response to his work situation. This satisfaction is abstract, and it cannot be seen; it can only be predicted. Job satisfaction can only be determined by the extent to which work results meet or exceed one's expectations. If they work harder than other people in the same organization, but their rewards are lower, they will have a negative attitude towards their work. Conversely, if they are treated well and given the respect they deserve, they will be optimistic about their work. Job satisfaction shows several interrelated attitudes of a person. explain the factors that influence Luthans' work (2011).

Organizational

Culture has been defined in various ways, but Ouchi and Wilkins (1985) have not determined the definitions with certainty in Cahyono and Ghozali (2002). Culture is the norms and values that direct the behavior of organizational members Luthans (, 2011). Everyone will behave following the prevailing culture to be accepted in their environment. Culture can be broken down into three fundamental factors, namely structural, political and emotional. Structural factors are determined by the size, age, and history of the company, the three operations, the company's geographic location, and the type of industry. Political factors are determined by the distribution of power and how managerial decisions are made. Emotional factors are collective thoughts, habits, attitudes, feelings, and behavior patterns.

Organizational Commitment

According to Mathis and Jackson (2012), organizational commitment is the degree to which employees believe and accept organizational goals and wish to stay with or leave the company, which is ultimately reflected in absenteeism and employee turnover rates. According to Lutheran (in Robbins 2010), organizational commitment is defined as: 1) Strong desire to remain a member of a particular organization; 2) The desire to try hard according to the wishes of the organization; and 3) Certain beliefs and acceptance of the organization's values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its continued success and progress. Robbins and Judge (2008) define commitment as a situation where an individual side with the organization and its goals and desires to maintain membership in the organization.

2. Research Method

In this study, the research location chosen was the office of the South Sulawesi Regional Financial and Revenue Management Agency. The selection of research locations is carried out with the following considerations: 1). South Sulawesi Regional Financial and Revenue Management Agency is the most accessible place for writers to get research data 2). The number of employees at the South Sulawesi Regional Income and Financial Management Agency is quite representative to be the sample in this study. The research took two months, from September to October 2019. Data was collected by giving questionnaires to respondents. Questionnaires were distributed in two ways, namely in collaboration with third parties and carried out by the researchers themselves. The third-party referred to is the structural official within the South Sulawesi Regional Financial and Revenue Management Agency. The population used in this study were all employees at the Regional Financial and Revenue Management Agency of West Sulawesi, totaling 253 people. Due to a large number of the Population, a sample is needed. The number of pieces was determined using a statistical approach. The formula used in the formulation of Slovin (in Husein Umar: 2005)

3. Result and Discussion

3.1. Result

Table 1. Multiple Linear Regression Test Results

Variables Dependent	Independent Variables	B	t-Calculated	Sig.
	Konstanta	,583	1,886	,017
Organizational Commitment (Y)	Leadership Style (X1)	,228	2,859	,002
	Work Satisfaction (X2)	,074	1,940	,004
	Organizational Culture (X3)	,539	5,914	,000
df1 = 3	df2 = 68	F	= 23,908	
Adjusted R Squared	= 0,492	Sig.	,000 ^b	
N	= 72	D.Watson	= 1,822	

According to the table above, it can be seen that the p-value is 0.000, which is much smaller, and 0.05 means that $p < 0.05$ so that H_0 is rejected, it means that the regression model can be used to predict Organizational Commitment (Y). The value of Adjusted R-squared = 0.492, which is an index of determination, states that these three variables can explain the percentage of around 49.2% Organizational Commitment. In comparison, other causes explain the remaining 50.8%. Henceforth, the F test and t-test are used to prove the hypotheses that have been previously stated.

- F-test

The output of the SPSS analysis results in the table ANOVA(a), which has also been shown in the previous table, reads the value calculated of 23.908 with a significance level of 0.000. The testing hypothesis used for this analysis decision is as follows:

H_0 = independent variables; in this case, Leadership Style, Job Satisfaction, and Organizational Culture do not significantly affect Organizational Commitment.

H_1 = The independent variable, leadership style, Job Satisfaction, and Organizational Culture, significantly influence organizational commitment.

The guidelines used are: If $F_{\text{calculated}} > F_{\text{estimated}}$, then H_0 is rejected. If $F_{\text{value}} < F_{\text{estimated}}$, then H_0 is accepted. From the calculation using SPSS version 22.0 software, the $F_{\text{calculated}}$ is 23.908. In the t-estimated Model Summary(b), it is known that the df_1 is 3 and the df_2 is 68. With the α level of 5%, the $F_{\text{estimated}}$ can be found to be 2.60. Because $F_{\text{calculated}}$ is greater than F_{table} ($23.908 > 2.60$), then H_0 is rejected. This implies that the independent variables (X1-3) together significantly affect the dependent variable (Y). In other words, the three factors analyzed collectively have a significant influence on Organizational Commitment to the Regional Financial and Revenue Management Agency of South Sulawesi. Another way to analyze the processed SPSS data is by comparing the Sig. with α . If $\text{Sig.} < \alpha$ then H_0 is rejected. In the t-estimated ANOVA(a), the results of SPSS ver. 22.0 can find out Sig. 0.000 is more diminutive than α 0.05 (5%).

- T-test

For the partial effect of independent variables, the steps taken are to look at the significance or significance of the partial correlation coefficient of each independent variable on the dependent variable through the t-test. The hypothesis for this test is:

- H_0 = The regression coefficient is not significant
- H_1 = significant regression coefficient the guidelines used are
- If $t_{\text{calculated}} > t_{\text{estimated}}$, then H_0 is rejected
- If $t_{\text{calculated}} < t_{\text{estimated}}$, then H_0 is accepted.

From the results of regression analysis based on processed data from SPSS ver. 22.0 as stated in the appendix, the t-estimated Coefficients (a) show the t-calculated calculation results. At the 5% level of confidence, then the t-estimated is known to be 1,645. The following is presented the comparison data between the t-calculated and t-estimated from each of the independent variables as listed below:

Table 2. Statistical Test

No	Variables	t-calculated	t-estimated	Result
1	Constant (a)	1,886	1,645	t-calculated > t-estimated
2	X1	2,859	1,645	t-calculated > t-estimated
3	X2	1,940	1,645	t-calculated > t-estimated
4	X3	5,914	1,645	t-calculated > t-estimated

The recap table above can explain the influence of each independent variable as follows: For the constant variable (a) has a t-calculated amounting to 1,886. Because your t-calculated value bigger than the t-estimated (1.645), then H_0 is rejected. This means that the regression coefficient is significant, so it can be said that the constant variable has a significant effect on Organizational Performance (Y)

- For the Leadership Style variable (X1) there is a t-calculated = 2.869 is larger than the t-estimated = 1,645. Thus, H_0 is rejected. This shows that the regression coefficient is significant, so it can be said that the variable X1 partially has a significant effect on Organizational Commitment (Y).
- For the Job Satisfaction variable (X2), a t-calculated of the greater 1,940 and the t-estimated of 1,645. Thus, H_0 is rejected. This shows that the regression coefficient is significant, so it can be said that the Xvariable2 partially has a significant effect on Organizational Commitment (Y).
- For the Organizational Culture variable (X3), there is a t-calculated = 5.914 is greater than t-estimated = 1.645. Thus, H_0 is rejected. This shows that the regression coefficient is significant, so it can be said that the Xvariable3 partially has a significant effect on Organizational Commitment (Y).

Another way that can be used to analyze the effect of each independent variable on the dependent variable is to compare the Sig. with α . The guidelines used are

- If Sig. $< \alpha$ then H_0 is rejected
- If Sig. $> \alpha$ then H_0 is accepted.

Based on the SPSS ver 22.0 test results as stated in the attachment, the Sig. each independent variable (a and X1-3) is smaller than the value of α . Thus H_0 is rejected. This means that the regression coefficient for each independent variable (X1-3) is significant to the dependent variable (Y). Based on the statistical analysis that has been carried out, it appears that the F test results (see table) show that $F_{\text{calculated}} = 23.908 > F_{\text{estimated}} = 2.60$. This shows that together the independent variables have a significant effect on the dependent variable. This means that the variables of Leadership Style (X1), Job Satisfaction (X2), and Organizational Culture (X3) simultaneously influence Organizational Commitment at the Financial Management Agency and Regional Income of South Sulawesi. Because $F_{\text{calculated}} > F_{\text{estimated}}$ shows that together the independent variables have a significant effect on the dependent variable, then the second research problem, as stated in the

previous Chapter I, automatically has been answered. From the t-estimated, it is also known that the value of Adjusted R-square = 0.492, which is an index of determination, states that the percentage of around 49.2% Organizational Commitment to the Regional Financial and Revenue Management Agency of South Sulawesi can be explained by these three variables. In comparison, reasons explain the remaining 50.8%. Others are not the research variables. From the results of the t-test, the regression coefficient of each independent variable is partially significant to the dependent variable. This shows that Organizational Commitment to the Regional Financial and Revenue Management Agency of South Sulawesi is influenced by the variables of Leadership Style, Job Satisfaction, and Organizational Culture.

a. The Effect of Leadership Style on Organizational Commitment at the Financial Management Agency and Regional Income of South Sulawesi.

The Variable of leadership style (X1) has a t-calculated bigger than the t-estimated. This shows that the regression coefficient is significant, so it can be said that the Leadership Style has a considerable effect on Organizational Commitment (Y). The results of this study are in line with the opinion expressed by Simanjuntak (2013), The Influence of Organizational Culture, Leadership and Job Satisfaction on the Organizational Commitment of Teachers of SMK Sub Rayon 03 Pematang Siantar. The purpose of this study was to determine the effect of: Organizational culture on teacher job satisfaction. Leadership on teacher job satisfaction. Organizational culture on organizational commitment. Leadership influence on organizational commitment. Satisfaction work towards organizational commitment. The findings of this study indicate: The influence of organizational culture on job satisfaction is 15.9%. The effect of leadership on the level of job satisfaction is 31%. Corporate culture has a direct power on organizational commitment by 34.8%. Leadership has an immediate effect on organizational commitment by 34.6%. Job satisfaction is having a direct impact on organizational commitment by 46.2%.

b. The Effect of Job Satisfaction on Organizational Performance at the Financial Management Agency and Regional Income of South Sulawesi.

Job Satisfaction Variable (X2) has a t-calculated greater than the t-estimated. This shows that the regression coefficient is significant, so it can be said that Job Satisfaction has a considerable effect on Organizational Commitment (Y). Heriyanti, 2007, Analysis of the Influence of Organizational Culture, Job Satisfaction, and Leadership Style on Employee Performance with Organizational Commitment as an Intervening Variable (Study of PT. PLN (Persero) APJ Semarang). This research is aimed at examining the influence of Organizational Culture and Leadership Style on Job Satisfaction. Testing the effect of Job Satisfaction on Organizational Commitment and analyzing the impact of Organizational Culture, Leadership Style, and Job Satisfaction on Employee Performance through Organizational Commitment as an intervening variable. The results of the analysis show that Organizational Culture and Leadership Style have a positive and significant effect on Job Satisfaction, Job Satisfaction has a positive and significant impact on Organizational Commitment, Organizational Culture has a positive and significant impact on Employee performance, Leadership Style have a positive and significant effect on Employee Performance and Organizational Culture. Job Satisfaction and Leadership Style through Organizational Commitment have a positive impact on employee performance. These Empirical Findings indicate that to increase Job Satisfaction, Organizational Commitment, Leadership Style, and Organizational Culture, which are the causes of low employee performance, company management should pay attention to organizational culture, Job Satisfaction, Leadership Style, and Organizational Commitment because of these factors. These factors are proven to influence the level of Job Satisfaction, Organizational Commitment, and Employee Performance. The theoretical implications and suggestions for future research are also outlined at the end of this study.

c. The Influence of Organizational Culture on Organizational Commitment at the Financial Management Agency and Regional Income of South Sulawesi.

The organizational culture variable (X3) has a t-calculated bigger than the t-estimated. This shows that the regression coefficient is significant, so it can be said that the Organizational Culture variable has a significant effect on Organizational Performance (Y). Simanjuntak.,2013, *The Influence of Organizational Culture, Leadership and Job Satisfaction on the Organizational Commitment of Teachers at Sub District 03 Junior High School Pematang Siantar*. The purpose of this study was to determine the effect of (1) organizational culture on teacher job satisfaction, (2) leadership on teacher job satisfaction, (3) organizational culture on organizational commitment, (4) leadership influence on organizational commitment, (5) satisfaction work towards organizational commitment. The findings of this study indicate: (1) the influence of organizational culture on job satisfaction is 15.9%, (2) the influence of leadership on the level of job satisfaction is 31%, (3) organizational culture has a direct influence on organizational commitment by 34.8%, (4) Leadership has a direct effect on the organizational commitment by 34.6%, and (5) Job satisfaction has a direct effect on the organizational commitment by 46.2%.

4. Conclusions

Taken together, the three factors or variables that become the research analysis, namely the factors of leadership style, job satisfaction, and organizational culture have a significant and significant influence on Organizational Commitment in the Regional Financial and Revenue Management Agency of South Sulawesi. Individually or partially, that the factors of Leadership Style, Job Satisfaction, and Organizational Culture have a significant or significant influence on the Organizational Commitment of the Financial Management Agency and Regional Income of South Sulawesi and these three factors, the most dominant factor influencing is Organizational Culture, then followed by Leadership in the second position, and the last is Job Satisfaction. To be able to increase Organizational Commitment through Leadership Style, Job Satisfaction, and Organizational Culture at the Regional Finance and Revenue Management Agency of South Sulawesi, the main thing to pay attention to is Organizational Culture. This is reinforced by the results of the analysis showing that Organizational Culture is the most dominant variable in its influence on Organizational Commitment. Therefore, it is suggested that the leadership provide support for strengthening the organizational culture by taking the following steps: 1) Innovation and risk taking, 2) Attention to detail, 3) People orientation, 4) Team orientation. 5) Aggressiveness. 6) Steadiness. For employees, it is recommended that they be able to build a good organizational culture based on the existing abilities and potentials in the organization.

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