



## **EFFECT OF LEADERSHIP AND JOB SATISFACTION ON EMPLOYEE ORGANIZATIONAL COMMITMENT**

By

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### **ABSTRACT**

*The purpose of this study isto find out and analyze the influence of leadership and job satisfaction on the organizational commitment of employees of the Tirtanadi Regional Drinking Water Company (PDAM) HM Branch. Yamin Medan. The research approach carried out by researchers is to use associative and quantitative approaches. The method used by the researcher is a quantitative method because the quantitative data of the research is in the form of numbers and analysis using statistics. The number of samples in this study amounted to 33 respondents. The data collection technique uses primary data in the form of questionnaires and uses a likert scale in the selection of assessment responses, while the data analysis technique uses multiple linear analysis. The analytical techniques used in this study are associative research data analysis, multiple linear analysis, data normality test, multicholinerita test, heteroskedasticity test, hypothesis test, namely t test and f test. Based on the results of the data analysis, the advice given to companies, namely that companies must improve the competence of leaders is to carry out development and training both directly and indirectly. In addition, the company must also be able to provide compensation and other supporting things to maintain job satisfaction for employees.*

**Keywords : Communication, Work Discipline, Employee Performance**

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### **A. Introduction**

Basically, every company must have human resources and become an important asset to achieve goals for a company. Without good human resources, a company will not run well and human resources are the only human resources that cannot be imitated such as having reason, feelings, desires, abilities, skills, knowledge and works. All the potential of human resources affects the company's efforts towards achieving goals. The human resources in question are orang-people who give their energy, mind, talents, creativity and effort to the company. With the hope that one day in the future the company will experience rapid development in the scope of business and the company wants the creation of a good organizational commitment in its company.

Organizational commitment as a relative force of the individual in identifying his involvement in the part of the organization characterized by acceptance of the values and goals of the organization, willingness, striving for the sake of the



organization and the desire to maintain membership in the organization (Robbin and Judge, 2011). If employees have a great commitment to the organization, then the company's goals will be achieved because employee loyalty to the company will certainly be high. And vice versa when the commitment of employees to the company is low, it will be difficult to achieve organizational goals optimally, effectively and efficiently. One of the most important parts of the management system to employees is leadership. Leadership leadership ability in influencing, motivating, encouraging and facilitating the activities of all human resources to give their best commitment and contribution to achieve organizational goals (Wibowo 2016, p. 6). Meanwhile, according to Robbins (in Wibowo 2016, p. 6) leadership ability influences a group towards achieving a vision or a series of goals, as given by the managerial level in the organization. Leadership of a person who has the ability to influence and move other people to achieve goals according to (Sutikno 2014, p. 9). Job satisfaction is a very important component part in employees carrying out work activities. Job satisfaction is a way of looking at a person both positive and negative towards his work, Siagian (2013, p. 295). Job satisfaction affects the organization's commitment related to the implementation of its duties and responsibilities. To optimize employee productivity, job satisfaction must be created for employees as a prerequisite for maximal improvement of employee performance.

Various efforts are made by the organization in order to achieve its goals. PDAM Tirtanadi North Sumatra H.M Yamin Branch which focuses on service to the community. Therefore, human resources are one of the main factors for the success of this company, so PDAM Tirtanadi North Sumatra H.M Yamin Branch continues to strive to develop its employees to continue to be active in working. One of the efforts made is to try to make employees feel satisfied working in the company. Based on the results of the initial survey that has been carried out by the author, which can be seen that the problem in the company is that one of the problems that must be resolved at this time is how to prepare and get quality human resources, the next problem is the suboptimal employee organizational commitment. This can be seen from the fact that there are still employees who come out during working hours, which has an impact on the tasks neglected by employees. Furthermore, the results obtained from the survey from employees which information was obtained that there are still some employees who feel that the way of leadership carried out by the leader is less firm on the employees, the lack of coordination of leaders to employees in the implementation of duties so that many of the employees are less enthusiastic in carrying out their work. Furthermore, employees feel dissatisfied with their work, judging from the attitude reflected by employees, such as the morale of work that is less responsible, the level of discipline is still lacking, and employees who are not able to enjoy their work so that the positive thoughts of employees facing their work have also not been formed. Such things cause employees to be less optimal in carrying out their duties and love for work and the company has not been created and employees do not have a commitment to work and the company where they work. Based on the background above, the author is encouraged to raise this issue in the form of a research with the title "The Influence of Leadership and Job Satisfaction on the Organizational Commitment of Employees of PDAM Tirtanadi North Sumatra H.M Yamin Branch".

## B. Method

The research approach carried out by the researcher is to use an associative and quantitative approach, this is because each object studied has a relationship or relationship with each other. Quantitative research methods can be interpreted as methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses. This method is called the quantitative method because the quantitative data of the research is in the form of numbers and analysis using statistics. In this case, the population is all employees in the PDAM Tirtanadi North Sumatra H.M Yamin Branch office, which is 33 people. So the author in the sampling technique uses *Nonprobability sampling* which includes Saturated sampling, which is a sample determination technique when all members of the population are used as samples. So that the sample in this study was 33 people. The analytical techniques used in this study are associative research data analysis, multiple linear analysis, data normality test, multicholinerita test, heteroskedasticity test, hypothesis test, namely t test and f test.

## C. Research Finding

### Test of Classical Assumptions

#### Normality Test

The data normality test is aimed at testing whether in a regression model, the intruder or residual variable has a normal distribution. Testing the normality of the data in this study was carried out by looking at the histogram graph and normal P-Plot images

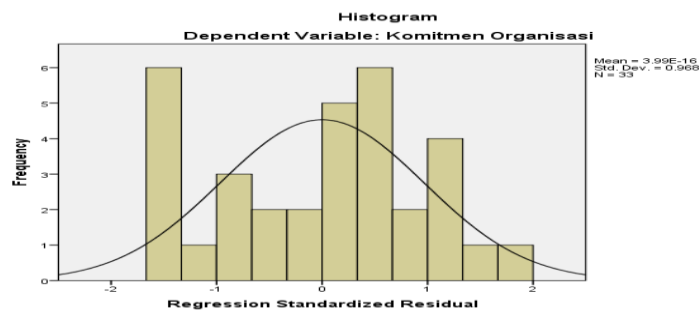
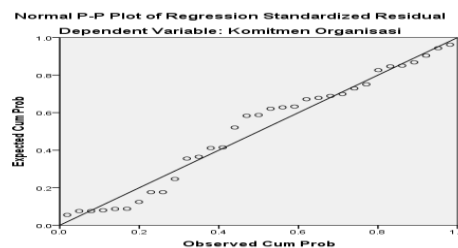


Figure 1. Histogram to test normality

At normalization of data with normal *p-plots*, the variable data used will be declared normally distributed. This happens because the residual points come from data with a normal distribution and follow diagonal lines or linear lines.



**Figure 2. Graphs to test the normality of *p*-plot**

In the normal Graph of P-Plot above it is seen that the points are spreading and are around the diagonal line and in the direction of the diagonal line, thus it can be concluded that the variable of organizational commitment can be said to be normal.

**Multicollinearity Test**

A multicollinearity test is required in a study that has more than one independent variable. This is to find out whether in a regression model there are relationships or correlations between independent variables. By statistical classical assumption tests, multicollinearity can be detected from SPSS outputs on *coefficients* tables and *collinearity diagnostics* tables. If the variance inflation factor (VIF) value is not more than 10 and the tolerance value is not less than 0.1 then the model can be said to be free from multicollinearity.

**Table 1. Coefficients**  
Coefficients<sup>a</sup>

Type	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		Error	Beta			Lower Bound	Upper Bound	Tolerance	F
(Constant)	5.636	12.079		1,467	.000	19.032	30.303		
Leadership	.089	.199	.079	.448	.007	.317	.495	.989	1.011
Job Satisfaction	.318	.218	.258	2,456	.003	.128	.764	.989	1.011

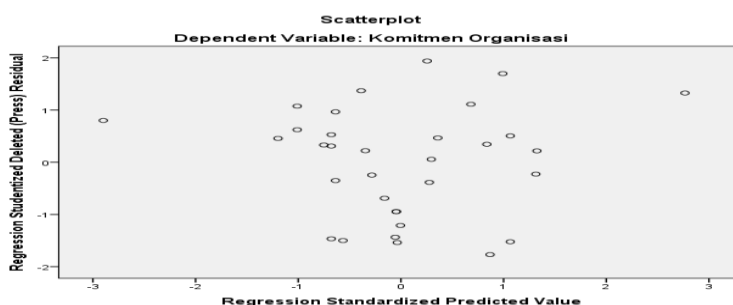
Dependent Variable: Organizational Commitment

The leadership and job satisfaction variables each have a VIF value of 1.011 tolerance value of 0.989 meaning that the two variables are free from multicollinearity (because they do not exceed 4 or 5).

**Heteroskedasticity Test**

Tests the occurrence of *residual variance* differences in one observation period of another observation, or a picture of the relationship between the predicted value and the *studentized deleted residual* value. How to predict the presence or absence of heteroskedasticity in a model can be seen from the scatterplot image pattern. In the multiple regression model there is no heteroskedasticity. If the dots spread above and below or around the number 0 then the regression model does not occur heteroskedasticity.

**Figure 3. Residuals Statistics Komitmen Organization**



### Partial Test (T test)

The t test is used to partially test the influence of each independent variable (leadership and job satisfaction) on the dependent variable (organizational commitment). A simple linear regression analysis is used to determine the influence between one independent variable and one dependent variable displayed in the form of a regression equation.

This test uses criteria if  $t_{counts} > t_{the\ table}$ , then  $H_a$  is accepted and  $H_0$  is rejected or the free variable has a significant influence on the bound variable. And if  $t_{counts} < t_{the\ table}$ , then  $H_a$  is rejected and  $H_0$  is accepted, or the free variable does not have a significant influence on the bound variable.

**Table 2**  
**T test results**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	5.636	12.079		1,467	.000	19.032	30.303		
Leadership	.089	.199	.079	.448	.007	.317	.495	.989	1.011
Job Satisfaction	.318	.218	.258	2,456	.003	.128	.764	.989	1.011

a. Dependent Variable: Organizational Commitment

In this t-test, it is carried out at a degree of freedom  $(n-k-1)$ , where  $n$  is the number of respondents and  $k$  is the number of variables. For the confidence level used is 95% or  $\alpha = 5\%$ . For the leadership variable has a calculated t value of  $0.448 < t_{table} 2.039$  so it can be concluded that the hypothesis  $H_a$  is rejected and  $H_0$  is accepted means that the leadership variable does not partially affect organizational commitment. As for the variable job satisfaction has a calculated t value of  $2,456 > t_{table} 2,039$  so it can be concluded that the hypothesis  $H_a$  is accepted and  $H_0$  is rejected means that the job satisfaction variable has a partial effect on organizational commitment.

### Simultaneous Test (Test f)

The simultaneous test aims to determine whether independent variables (leadership and job satisfaction variables) have a joint influence on dependent variables (organizational commitment). This test uses the criteria if the p-value  $<$  of the specified level of significant then the independent variables together affect the dependent variable, or can see the value of F. If the value of  $F_{is\ calculated} > F$  of the table then simultaneously the independent variable affects the dependent variable.  $F_{table}$  can be calculated in the way of  $df_1 = k - 1$  and  $df_2 = n - k$ , where  $n$  is the number of respondents and  $k$  is the sum of dependent and independent variables. Then  $df_1 = 3 - 1 = 2$  then  $df_2 = 33 - 3 = 30$ , then the  $F_{table}$  is 3,032.

**Table 3. Test Result f**  
**ANOVA<sup>a</sup>**

Sum of Squares	Mean Square	F	Sig.
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gression	48.109	2	24.054	3,104	.004 <sup>b</sup>
idual	653.770	30	21.792		
al	701.879	32			

Dependent Variable: Organizational Commitment

Predictors: (Constant), Job Satisfaction, Leadership

Based on the table above, it shows that the  $F_{\text{calculated}}$  value is 3.104 while the  $F_{\text{table}}$  is 3.032, then  $F_{\text{counts}} > F_{\text{the table}}$ . Then  $H_a$  is accepted and  $H_0$  is rejected so that it can be taken to the advantage that the variables  $X_1$  (leadership),  $X_2$  (job satisfaction) jointly affect the variable  $Y$  (organizational commitment).

### Determination Test ( $R^2$ )

The Coefficient of Determination test aims to find out how much the ability of independent variables (leadership and job satisfaction variables) to explain dependent variables (organizational commitment) or to find out the magnitude of the percentage of variations in bound variables described in free variables, then the value of  $R^2$  is sought (R square). If the number is closer to one then it is stated that the relationship between the two variables is expressed very strong. The following are the spss results that describe the ratio ( $R^2$ ) in this study.

**Table 4. R Square Test Results**  
Model Summary<sup>b</sup>

Type	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.262 <sup>a</sup>	.069	4.66823	1.992

The values  $R = 0.069$  and  $R^2$  (R square) = 0.006. This means that the regression model obtained is able to explain in the variables leadership and job satisfaction can affect organizational commitment by 6%, while the rest (94%) is influenced by other variables.

## D. Discussion

### The Influence of Leadership on Organizational Commitment

Based on the results of the above research on the influence of leadership on the commitment of the regional drinking water company (PDAM) organization Tirtanadi Cab. HM Yamin Medan stated that the leadership variable has a calculated  $t$  value of  $0.448 < t_{\text{table}} 2.039$  so it can be concluded that the hypothesis  $H_a$  is rejected and  $H_0$  is accepted. This means that the leadership variable has no partial effect to organizational commitments. This means that company leaders have not been able to fully guarantee organizational commitments. The ability, firmness, confidence and initiative provided by the leader are not enough to fulfill the commitment of the organization.

Based on the theory presented by Fiedler in Veithzal Rivai (2014, p. 3) states leadership is basically a pattern of relationships between individuals who use their authority and influence on groups of people in order to work together to achieve goals. Furthermore, based on Andri Feriyanto and Endang (2015, p. 93) leadership is the process of influencing or modeling by the leadership to his followers in an effort to achieve organizational goals. Whereas according to Sharma in Husaini Husman (2016,





p. 308) leadership is the act of influencing others to achieve the expected end goal. So based on the explanation above, it can be concluded that leadership is the ability to influence the behavior of a person or group of people to achieve certain goals in certain situations.

In accordance with the opinion of one of the employees of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan argues that the leadership shown by the company's leadership is not firm enough, so many employees have a low level of discipline. In addition, there are also those who argue that company leaders lack initiative in providing policies so that employees feel uncomfortable enough. Then employees also think that the leadership has not been able to show commitment in accordance with the company's vision and mission. The results of this study are in line with previous research conducted by Ghoniyah and Masurip (2011) with a journal entitled *Improving Employee Performance through Leadership, Environment Work and Commitment* finds that leadership has no effect on organizational commitment, as there are no clear leadership indicators yet to influence employee commitment in organizing.

#### **The Effect of Job Satisfaction on Organizational Commitment**

Based on the results of the research above regarding the influence of job satisfaction on the commitment of the regional drinking water company organization (PDAM) Tirtanadi Cab. HM Yamin Medan stated that the job satisfaction variable has a calculated  $t$  value of  $2,456 > t_{table} 2,039$  so it can be concluded that the hypothesis  $H_a$  diterima and  $H_o$  ditolak means that the job satisfaction variable has a partial effect on organizational commitment. This means that the company is able to create employee satisfaction, so that employees are able to show maximum commitment to the company. The results of this study are in accordance with the theory presented by Siagian (2013, p. 295) saying that job satisfaction is a way of looking at a person both positively and negatively about his work. In addition, according to Edy Sutrisno (2014, p. 75) quoting the opinion of Handoko (1992) suggests that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects a person's feelings for his work. Then according to Wilson Wake (2012, p. 327) states that job satisfaction is when an employee can feel his job whether it is fun or unpleasant to work on.

So that from some of the definitions above, it can be concluded that job satisfaction is a person's feeling or response to a job, where the person receives the results of what he does according to what he expects, wants, and thinks. In accordance with the opinion expressed by the employee in the provision of wages or salaries already meets the expectations of the employee. Then another opinion mentions employees who feel happy to get development and training so that employees feel cared for. Apart from that, employees also feel quite satisfied with the facilities provided by the company to employees. The results of this study are in line with the research conducted by Akbar et al. (2016) which concluded that job satisfaction had a significant effect on organizational commitment with a coefficient of 0.535 and a significant value of  $0.000 < 0.05$ .

#### **The Effect of Leadership and Job Satisfaction on Organizational Commitment**

Regarding the influence between leadership variables and job satisfaction on the organizational commitment of the regional drinking water company (PDAM)

Tirtanadi Cab. HM Yamin Medan stated that the leadership and job satisfaction variables have a calculated  $F$  value of 3,104 while  $F_{table}$  is 3,032 then  $F_{calculated} > F_{table}$ . Then  $H_a$  is accepted and  $H_0$  is rejected so that it can be taken to the ability and that the variables  $X_1$  (leadership),  $X_2$  (job satisfaction) jointly affect the variable  $Y$  (organizational commitment). This means that if the leader is able to show a good leadership attitude in accordance with consumer expectations in order to achieve employee job satisfaction, it can increase commitment employees in working for the company.

The results of this study are in accordance with the opinions of experts, where organizational commitments can grow because individuals have emotional ties to the company which include moral support and accepting the values that exist in the company as well as the determination from within themselves to serve the company. As stated by Luthans (2012, p. 249) states that organizational commitment is: An attitude that reflects employee loyalty to the organization and the continuous process by which members of the organization express their concern for the organization and success and continuous progress. Furthermore, according to Moorhead and Griffin (2013, p. 73) says that : Organizational commitment (*organizational commitment*) is an attitude that reflects the extent to which an individual knows and is related to his organization. And the last one according to Robbins and Judge in Zelvia (2015) posits that : Organizational committee is a state in which an employee takes the side of a particular organization and his goals and desire to maintain membership in the organization. So based on the opinions of some of these experts, it can be concluded that organizational commitment is a state in which employees take sides and care about a particular organization and its goals, and intend to maintain its membership in that organization. High organizational commitment is very necessary in an organization, because the creation of a high commitment will affect the professional work situation.

This is in accordance with the opinion of employees who state, if the leadership is able to show a stronger performance and attitude, it allows us as subordinates to participate works well. In addition, the facilities and compensation provided by the company are also able to increase the enthusiasm of employees in improving performance. Furthermore, one of the employees also argued that a comfortable working atmosphere and a firm leadership figure can make employees more empathetic at work. As stated by Muis et al. (2018) that employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees in surviving and carrying out their duties and obligations on organizations. Therefore, it is very important for the company to pay attention to the attitude of the leader and the provision of recompense to employees.

## E. Conclusion

Based on the results of the research and analysis that has been carried out, the researchers concluded that partial leadership variables do not affect the organizational commitment of regional drinking water companies (PDAM) Tirtanadi Cab. HM Yamin Medan because it has a calculated  $t$  value of  $0.448 < t_{table} 2.039$  so it can be concluded that the hypothesis  $H_a$  ditolak and  $H_0$  diterima means that the leadership variable does not have a partial effect on commitment organizations. This means





that company leaders have not been able to fully guarantee organizational commitments. The ability, firmness, confidence and initiative provided by the leader are not enough to fulfill the commitment of the organization. As for the variable of job satisfaction, the results obtained, namely the variable job satisfaction affects the organizational commitment of the regional drinking water company (PDAM) Tirtanadi Cab. HM Yamin Medan with the acquisition of a calculated  $t$  value of  $2.456 > t_{table} 2,039$  so it can be concluded that the hypothesis  $H_1$  is accepted and  $H_0$  is rejected meaning that the job satisfaction variable has a partial effect on organizational commitment. This means that the company is able to create employee satisfaction, so that employees are able to show maximum commitment to the company. Then based on the  $F$  test, a calculated  $F$  value of 3.104 was obtained, then  $F_{table}$  was 3.032 then  $F_{counted} > F_{table}$ . Then  $H_1$  is accepted and  $H_0$  is rejected so that it can be taken to the advantage that the variables  $X_1$  (leadership),  $X_2$  (job satisfaction) together affect  $Y$  (organizational commitment).

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