

Research Article

The Effect of Work Satisfaction, Work Engagement and Leadership Style on Organizational Commitment and Its Impact on the Performance of Employees'community Empowerment in the Village of Aceh, Indonesia

Sabariah¹, Said Musnadi^{*1} & Iskandarsyah Madjid¹¹Magister Management Program, Faculty of Economics and Business, Universitas Syiah Kuala, Banda Aceh, Indonesia**Article History**

Received: 18.02.2020

Accepted: 21.03.2020

Published: 30.03.2020

Journal homepage:<https://www.easpublisher.com/easjebm>**Quick Response Code**

Abstract: The objective of research is to investigate (1) the effect of job satisfaction on employee organizational commitment (2) the influence of work involvement on organizational commitment, (3) the influence of leadership style on employee organizational commitment (4) the effect of job satisfaction on employee performance (5) influence work involvement on employee performance, (6) influence of leadership style on employee performance (7) influence of organizational commitment on employee performance (8) influence of job satisfaction, work involvement and leadership style on employee performance through employee organizational commitment. The object of this research is job satisfaction, work involvement, leadership style, employee organizational commitment and employee performance. Data analysis equipment used in the analysis of structural equation modeling (SEM) research with the help of the Amos program. The results showed that job satisfaction, work involvement, leadership style, organizational commitment and employee performance, job satisfaction had an effect on organizational commitment, work involvement had an effect on organizational commitment, leadership style had an effect on organizational commitment, job satisfaction had an effect on employee performance, work involvement as well give effect to employee performance, leadership style affects employee performance, employee organizational commitment has a positive and significant effect on employee performance, there is an indirect influence on job satisfaction, work involvement and leadership style on employee performance. Because partially mediated organizational commitment in mediating variables of job satisfaction, work involvement and leadership style on employee performance, it is advisable to the leadership if you want to improve service performance, it can be done by simply improving the variables of job satisfaction, work involvement and leadership style alone or also improve commitment organization.

Keywords: Job Satisfaction, Work Engagement, Leadership Style, Organizational Commitment and Employee Performance.

Copyright @ 2020: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use (Non-Commercial or CC-BY-NC) provided the original author and source are credited.

INTRODUCTION

Based on these basic tasks and functions, employees and all resources at the Community Empowerment and The Village of Aceh are required to carry out these basic tasks and functions in accordance with the duties and functions of each employee at the Community Empowerment and The Village of Aceh. Based on the observations made by the author at the Community Empowerment And The Village of Aceh, the average work target achieved was only around 85.0% of the work plan. This achievement can be seen from the realization of the budget at the Community Empowerment And The Village Of Aceh for the period of 2016, the total budget for the Community

Empowerment And The Village Of Aceh lacking a budget absorption of 82.91%, (Source, Aceh Community Empowerment and Gampong 2016). With self-managed performance, it only reaches 30%, where one of the causes of low employee performance is due to the low work engagement that is still low.

The performance of employees at the Community Empowerment and the Village of Aceh is the quality and quantity of work achieved by the employees of the Community Empowerment and the Village of Aceh in accordance with their duties and responsibilities. Based on the observations that the author did to the Community Empowerment and the

Village of Aceh, the staff at the Aceh Community Empowerment and Village Empowerment Office still did not perform as expected by the leaders and the expectations of the community, especially in empowering Acehnese people.

While organizational commitment is an important topic for an organization or company where organizational commitment has been the talk of many management experts in recent years (Saks, 2006). Organizational commitment is an important idea in organizational behavior written by practitioners and consulting companies. Organizational commitment is indeed a concern of practitioners in human resource management.

To achieve employee performance and increase employee organizational commitment, there is a need for employee or employee job satisfaction in interaction with colleagues. Job satisfaction is also an important factor to get optimal work results. When a person feels satisfaction in his work, he will endeavor as much as possible with all his abilities to complete his work assignments. Thus the productivity and results of employee work will increase optimally (Johan, 2012). Freinberg (in Arishanti and Ritandiyono, 2011) suggests that individuals who are satisfied with their work will be encouraged to do better work.

Employee job satisfaction reflects an employee's feelings about his work and environment. Dealing with efforts to improve employee performance, one of the basic problems is how to actually increase employee job satisfaction. Locke in Marcellius (2012: 48) defines job satisfaction as positive emotions or feelings of pleasure, as a result of an employee's assessment of work factors or work experiences. Hasibuan (2012: 202) states that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work and a combination of inside and outside work.

The low performance of employees at the Community Empowerment And The Village of Aceh is also influenced by the factors of leadership style applied by the Head of Service and also the leaders in each section (Head of Section, Head of Subdivision and Head of Kasi) will all reflect the implementation of leadership style that will have an impact on increase employee organization commitment and increase the performance of employees of the Community Empowerment And The Village of Aceh.

This condition may occur due to a leadership style or a non-conducive work environment so that many employees do not carry out their duties to the maximum as they have been charged. As an illustration, it can be seen from every job that the employer is

charged to the employee is not carried out maximally and full of responsibility, but more than just aborting the obligation. Not to mention the level of discipline owned by employees is very low which can be seen from the level of attendance of employees and there are still many employees who do not work during working hours and many leave work before working hours are finished.

LITERATURE REVIEW

Employee Performance

The success of an organization is influenced by the performance (job performance) of employees, for that every company will try to improve the performance of its employees in achieving organizational goals that have been set. Organizational culture that grows and is well maintained will be able to spur organizations towards better development. On the other hand, the ability of leaders to move and empower employees will affect performance.

Employee performance that refers to someone's performance measured by standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole (Mas'ud, 2014). Whereas according to Mangkunegara (2010) performance can be defined as work results in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. Soeprihantono (2011) said that performance is the result of an employee's work over a certain period compared to various possibilities, such as standards, targets / targets / criteria that have been determined in advance and mutually agreed upon.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to the standard of work, targets or targets or criteria that have been determined in advance and mutually agreed upon (Rivai, 2014). Furthermore Rivai stated that performance is not independent but related to job satisfaction and compensation, influenced by skills, abilities and individual traits. In other words, performance is determined by ability, desire and environment. Therefore, in order to have a good performance, one must have a high desire to work and know the work and can be improved if there is a match between work and ability.

Organizational Commitment

Membership organizational commitment in an organization is very necessary, this is in accordance with the opinion of Mowday and Steers (2012), organizational commitment describes how far a person identifies and involves himself in his organization and the desire to remain in the organization. Further Mowday and Steers (2012), define organizational commitment as a relative strength of the individual in

identifying his involvement in the organization.

Whereas Robbins (2012) views organizational commitment as a work attitude. Because it reflects a person's feelings (likes or dislikes) of the organization in which they work. Robbins defines it as an individual orientation towards the organization that includes loyalty, identification and involvement. So, employee commitment is the orientation of active relationships between individuals and their organizations. Relationship orientation results in individuals (employees) on their own will willing to give something, and something that is given illustrates their support for the achievement of organizational goals.

In essence some definitions of organizational commitment from some of the experts above have almost the same emphasis on the process of individuals (employees) in identifying themselves with the values, rules, and goals of the organization. In addition, Organizational commitment implies understanding something more than passive loyalty to the organization, in other words organizational commitment implies active employee relations with the company or organization. The concept of organizational commitment to this organization (also called organizational commitment), which gets the attention of managers and organizational behavior experts, develops from the initial study of employee loyalty that is expected to be in every employee. Organizational commitment is a condition that is felt by employees that can lead to strong positive behavior towards the work organization they have.

Job satisfaction

Job satisfaction has an important role in supporting the achievement of agency goals. Job satisfaction contributes greatly to the effectiveness of the organization, and stimulates employee morale and loyalty.

According to Miner (2013), job satisfaction is often equated with one's attitude towards work. Attitudes here are defined as the level of positive or negative feelings that a person feels towards a particular object, such as a place, object, or other person. Robbins (2012) defines job satisfaction as a general attitude and a person's level of positive feelings about his work.

Job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Job dissatisfaction arises when one's expectations are not met (Maltis and Jackson, 2012). Job satisfaction includes intrinsic dimensions, namely satisfaction obtained by individuals from the execution of their work and extrinsic satisfaction dimensions, namely satisfaction obtained from external parties.

Basically someone in the work will feel comfortable and loyal to the company if in working to

get job satisfaction in accordance with what is desired. Satisfaction is a feeling experienced by a person, where what is expected has been fulfilled or even what is received exceeds what is expected, while work is someone's effort to achieve the goal by obtaining income or compensation from his contribution at the place of work.

Work Engagement

Work involvement will increase if members in the organization face an important situation to be discussed together. One situation that needs to be discussed together, for example, is the personal needs and interests that members want to achieve. If these needs can be met, it will make the member more committed to the organization. These members will realize the importance of trying and contributing to the interests of the organization (Momeni, 2012). Work involvement is a form of participation in an individual to do everything possible to achieve high commitment to the organization.

Kanungo, (2012) defines work involvement as internalizing values about the goodness of work or the importance of work for one's worth. Job involvement as the extent to which a person's work performance affects his self-esteem and the extent to which one psychologically identifies himself with his work or the importance of work in his total self-image.

Then Cohen (2013) defines work involvement into two categories. First, work involvement is seen as a "performance of contingency self-esteem," where according to this definition, work involvement is the extent to which the individual's self-esteem is influenced by the level of performance when working. Thus, lower or higher job involvement indicates lower or higher self-esteem obtained when working. Second, work involvement as a psychological identification with one's work .

Leadership Style

Leadership style is a process in which a person can become a leader through continuous activities so that they can influence their followers in order to achieve organizational goals. The relationship between a leader and a leader is a leadership process because followers need leaders and followers need leaders. Although leaders and followers are interrelated, leaders should often take the initiative to establish relationships, communicate and maintain relationships so that organizational goals as formulated in the organization's vision, mission, plans and strategies can be achieved.

Toha (2014) said that leadership style is the norm used by a person when the person tries to influence the behavior of others as he sees it. Leadership style is a typical leader's behavior pattern when influencing his subordinates, what the leader chooses to do, the way the leader acts in influencing

group members to shape their leadership.

Leader behavior is one of the important factors that can affect job satisfaction. Effective leaders will provide more benefits to an organization. The results of the research by Sri Rahardjo (2014) suggest that leadership style is the ability of a person to influence others (his subordinates) in such a way that others want to do the will of the leader even though he may not like it personally.

RESEARCH METHOD

Research Location

The location of this study was carried out at the Aceh Community and Community Empowerment Office. As for the object of the study are job satisfaction, work involvement, leadership style, organizational commitment and the performance of the employees of the Community Empowerment and Village Office Aceh.

Data Analysis Tools

Data analysis equipment to test perception of respondent used descriptive test by using descriptive statistical model by using test based on mean value from each variable to be studied, with assumption if mean value ≤ 4 , hence perceived less good and if mean value ≥ 4 , it is well perceived by the respondent, the test is also done by using the average t-test.

Data analysis equipment used in this research is structural equation modeling (SEM) with the help of Amos program. The SEM equation model is a set of statistical techniques that enable the testing of a relatively complex set of relationships simultaneously (Ferdinand, 2012).

SEM is able to incorporate latent variables into the analysis. Latent variables are unobserved concepts that are observed with observed or measurable variables obtained by respondents through data collection methods (survey, test, observation) and are often called manifest variables (Ghozali, 2012).

RESULTS AND DISCUSSIONS

Effect of Job Satisfaction on Employee Organizational Commitment

Estimated parameter values for testing the effect of job satisfaction on organizational commitment shows the CR value of 2.667 and with a probability of 0.000. The two values obtained are eligible for H1 acceptance, namely the CR value of 2.667 which is greater than 1.97 and a probability smaller than 0.05.

The estimated value for testing the effect of work involvement on organizational commitment shows the CR value of 2.306 and with a probability of 0.000. Both values are obtained to meet the requirements for acceptance of H2, namely the CR value of 2.306 which

is greater than 1.97 and a probability smaller than 0.05.

Estimated parameter values for testing the influence of leadership style on organizational commitment shows the CR value of 2.371 and with a probability of 0.000. Both values are obtained to meet the requirements for H3 acceptance, namely the CR value of 2.371 which is greater than 1.97 and a probability smaller than 0.05.

Estimated parameter value for testing the effect of job satisfaction on employee performance shows the CR value of 2.559 and with a probability of 0.000. Both values are obtained to meet the requirements for H5 acceptance, namely the CR value of 2.559 which is greater than 1.97 and a probability smaller than 0.05.

Estimated parameter values for testing the effect of work involvement on employee performance indicate that the CR value is 2.077 and with a probability of 0.000. Both values are obtained to meet the requirements for H6 acceptance, namely the CR value of 2.077 which is greater than 1.97 and a probability smaller than 0.05.

Estimated parameter values for testing the effect of communication on employee performance shows the CR value of 2.491 and with a probability of 0.000. Both values are obtained to meet the requirements for H7 acceptance, namely the CR value of 2.491 which is greater than 1.97 and a probability smaller than 0.05.

Estimated parameter values for testing the effect of organizational commitment on employee performance shows the CR value of 2.530 and with a probability of 0.000. Both values are obtained to meet the requirements for H4 acceptance, namely the CR value of 2.530 which is greater than 1.97 and a probability smaller than 0.05.

CONCLUSIONS

1. Job satisfaction affects the performance of employees
2. Involvement of work affects the performance of employees
3. The leadership style influences the performance of the employees
4. Job satisfaction affects the organizational performance
5. Work involvement also influences the performance
6. Leadership style of employees also influences the performance
7. Employee performance has a positive and significant effect on the performance
8. There is an indirect effect of job satisfaction, work involvement and leadership style on organizational performance through employee performance,
9. Employee performance variables have a role in

mediating the variables of job satisfaction, work involvement and leadership style towards performance even though partially mediated.

RECOMMENDATIONS

1. In order to improve the performance of the employees of the Aceh Community Empowerment and Village Empowerment Office based on the perspective of job satisfaction, then what needs to be improved is that employees must be able to feel satisfaction in carrying out their duties and responsibilities in the work that has been given by the leadership.
2. Then the work involvement problems that employees have in improving employee performance and organizational performance so that needs to be improved is the existence of situational involvement allowing cooperation between employees.
3. Then increase organizational commitment and employee performance based on leadership style, then what needs to be considered is that leaders must always strive to develop employees both in carrying out tasks and enhancing careers.
4. In order to improve the performance of the employees as a whole, it is important to note that employees must be able to establish relationships with colleagues and leaders in order to increase employee engagement with their organizations.
5. Meanwhile, to improve employee performance based on organizational commitment variables, what needs to be improved is that employees must always strive to improve organizational performance.
6. Because partially mediated employee performance in mediating the variables of job satisfaction, work involvement and leadership style on performance, it is suggested to DPGA leaders if they want to improve employee performance it can be done by simply improving the variables of job satisfaction, work involvement and leadership style alone or also improve employee performance.

REFERENCES

1. Agusty, F. (2012). *Metode Penelitian Manajemen*. Semarang: *Badan Penerbit Universitas Diponegoro*.
2. Ahyari. (2012). *Manajemen Produksi dan Operasi*. Edisi Revisi. Erlangga, Jakarta.
3. Alex, N. (2012). *Manajemen Personalialia*. Cetakan Kesembilan. Edisi Keempat, *Ghalia Indonesia, Jakarta*.
4. Dessler, Garry. (2012). *Manajemen Sumber Daya Manusia (Terj.)*. PT. Indeks, Jakarta.
5. Garpersz, V. (2012). *Manajemen Kualitas: Penerapan Konsep-Konsep Kualitas dalam Manajemen Bisnis Total*, PT. Gramedia Pustaka Utama, Jakarta.
6. Ghozali, I., (2012). *Aplikasi Analisis Multivariat dengan Program IBM SPSS 21*. Edisi 7, Penerbit Universitas Diponegoro, Semarang.
7. Gibson, Ivannenich, & Donnelly. (2012). *Organisasi*, Edisi ke Lima Penerbit Erlangga, Jakarta.
8. Greenberg Kenny dan Baron (1996), *Behavior in Organizations (understanding and managing the human side of work)*. Eight edition, Prentice Hall.
9. John, M. (2013). *Organizational Behavior, Performance and Productivity*. Random House Business Division, New York.
10. Keith, D., & Frederick, W. (2013). *Perilaku Dalam Organisasi*, Edisi Ketujuh, Jilid Kedua. Erlangga, Jakarta.
11. Koesmono. (2012). *Pendidikan Tinggi Era Indonesia Baru*. Jakarta: PT. Grasindo.
12. Kusriyanto. (2014). *Metode statistika Untuk Bisnis dan Ekonomi*, PT. Gramedia Pustaka Utama, Jakarta.
13. Luthans, F. (2013). *Organizational Behavior*, McGraw Hill Education, (Terj), PT. Indeks, Jakarta.
14. Mangkunegara Anwar P. A. (2013). *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya, Jakarta.
15. Manullang. (2014). *Manajemen Personalialia*. Ghalia Indonesia, Jakarta.
16. Mas'ud, Fuad. (2014). *Pemimpin dan Kepemimpinan*, CV. Rajawali, Jakarta.
17. Mathis, Robert, L., Jackson, & John, H. (2012). *Manajemen Sumber Daya Manusia*. Salemba Empat, Jakarta.
18. Miftah, T. (2013). *Kepemimpinan Dalam Manajemen*. PT. Raja Grafindo Perkasa, Jakarta.
19. Mitchell. (2012). *Management of Organizational Behavior, Utilizing Human Resources*, Prentice Hall, New Jerse.
20. Mulyadi. (2014). *Balanced Scorecard: Alat Manajemen Kontemporer Untuk Pelipat Ganda Kinerja Keuangan Perusahaan*. Salemba Empat, Jakarta.
21. Prawirosentono. (2014). *Manajemen Sumber Daya Manusia: Kebijakan Kinerja Karyawan*. Edisi 1. Cetakan Kedelapan. BPFE. Yogyakarta
22. Robbins, P. S. (2012). *Perilaku Organisasi*, Edisi Bahasa Indonesia, Jilid I dan II, Prinhalingo, Jakarta.
23. Robins, P. S. & Mary, C. (2012). *Manajemen Pemasaran*. Jilid 1. Alih Bahasa oleh Benyamin Molan. Edisi 12, PT Indeks, Jakarta.
24. Sahertian & Mataheru. (2013). *Manajemen Personalialia*, Fakultas Ekonomi UGM (BPFE), Yogyakarta.
25. Sarwoto. (2011). *Motivasi Kerja Pegawai*. Penerbit : PT. Elek Media Komputindo – Jakarta.
26. Steers, R.M., & Porter, L. W. (2012). *Motivational and Work Behavior*. New York : Mc Graw hill Book Company.
27. Suparjo, et al. (2015), *Mediating Role of Jobs Satisfaction among Organizational Commitment*,

- Organizational Culture and Citizenship Behavior (OCB): Empirical Study on Private Higher Education in Central Java, *Jakarta*.
28. Sutiadi.(2014). Motivasi Karyawan Dan Aktifitas Manajerial Kepemimpinan Terhadap Kinerja Karyawan. *Pascasarjana, Universitas Brawijaya, Malang*.
 29. Timpe, D. (2012). Seri Ilmu dan Seni Manajemen Bisnis (Memimpin Manusia). *PT. Elex Media Komputindo, Jakarta*.
 30. Tondok, M. S., & Andarika, R. (2014). Hubungan Antara Persepsi Gaya, Kepemimpinan Transformasional dan Transaksional dengan Kepuasan Kerja Karyawan, *Jurnal PSYCHE*, 1 (1).
 31. Veithzal, R., & Mulyadi, D. (2014). Kepemimpinan dan Perilaku Organisasi (edisi ketiga). *Jakarta: PT. Raja Grafindo Persada, Hal 246*.
 32. Wahjosumidjo. (2014). Kepemimpinan dan Motivasi. *Cetakan III, Ghalia Indonesia, Jakarta*.
 33. Waldman, D. A. (2012). The Contribution of Total Quality Management to A Theory of Work Performance. *Academy of Management Review*, 19 (45).
 34. Waridin & Setiyawan. (2012). *Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Pegawai. EKOBIS*. 7 (2), 197-209.
 35. Wesley, K.N., & Yulk, G. (2012). Organizational Behavior and Personnel Psychology. *Richard D. Irwin: Home Wood, Illinois*.
 36. Winardi. (2012). Faktor-faktor yang Mempengaruhi Motivasi Kerja, Penerbit: *Akademika Pressindo – Jakarta*.
 37. Zahari, I. B., & Shurbagi, A. M. A. (2012). The effect of organizational culture and the relationship between transformational leadership and job satisfaction in petroleum sector of Libya. *International Business Research*, 5(9), 89.