

The Influence of Leadership, Organizational Commitment, And Work Motivation on Employee Job Satisfaction at Perum Bulog Subdivre Semarang

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Abstract. The purpose of this study was to determine the effect of leadership, organizational commitment, and work motivation on job satisfaction of BULOG Subdivre Semarang employees. Perum Bulog Subdivre Semarang is a state-owned public institution engaged in food logistics. The scope of the institution's business includes logistics or warehousing, surveys and pest eradication, plastic bag suppliers, transportation business, food commodity trading and retail business. The sampling technique in this study is probability sampling in which the entire population is sampled. The analytical method used was multiple linear regression analysis using SPSS version 25 software. The results showed that leadership, organizational commitment, and work motivation had a positive and significant effect on job satisfaction.

Keywords: leadership, organizational commitment, work motivation, job satisfaction

INTRODUCTION

Employees are components that play an important role in efforts to achieve organizational goals. Without employees, the organization cannot work properly. Maintaining and developing the organization will be easier if the organization is able to understand its employees. Job satisfaction is a pleasant or unpleasant employee emotional state which employees view from the point of view of their work (Reskantika et al., 2019).

Leadership is an important factor in providing direction to employees. According to Purwanto et al (2020) leadership is a positive psychological process in the context of developing organizations. Leadership can be interpreted as a positive state of mind and behavior of a leader that encourages positive development for both himself and his colleagues (Goestjahjanti et al., 2020).

In addition to the leadership aspect, there are other aspects that support increased job satisfaction, namely organizational commitment. According to Sunarsi et al (2020) organizational commitment is the degree to which an employee sides with the organization and wishes to maintain membership in the organization. Organizational commitment describes a form of employee loyalty to the organization by remaining in the organization, providing assistance to achieve organizational goals, and not having motivation for any reason to leave the organization (Sani and Suhana, 2022).

Aspects that support the next increase in job satisfaction is work motivation. Motivation as an individual's encouragement becomes very important, without this encouragement the individual is not motivated to carry out the tasks and work assigned (Adrian and Arianto, 2022). Work motivation is defined as a person's desire or expectation that creates a desire or drive to work optimally to complete responsibilities to an organization or institution (Ingsih et al., 2022).

Based on previous research conducted by Adrian and Arianto (2022) and Fatmanengsih and Mansyur (2022) shows that leadership has a positive and simultaneous effect on employee job satisfaction. Meanwhile, research conducted by Safitri and Astuti (2021) shows no significant effect on job satisfaction.

Based on previous research conducted by Dwiyanti and Bagia (2021) and Wahyudi et al (2021), it shows that organizational commitment has a positive and significant effect on job satisfaction. Meanwhile, research conducted by Prasetyo et al (2020) shows that organizational commitment has no significant effect on job satisfaction.

Based on previous research conducted by Adrian and Arianto (2022) and Wijiningrum et al (2022) shows that work motivation has a positive and significant effect on employee job satisfaction. Meanwhile, research conducted by Wibiseno et al (2018) shows that work motivation has no significant effect on job satisfaction.

From the opinions above about job satisfaction, there are still pros and cons of research results. So the authors are interested in exploring this research further.

Literature Review And Hypothesis Development

Leadership

Leadership is a behavioral norm that is used by someone when that person tries to influence the behavior of others (Sutianingsih and Yulianto, 2022). According to Hasibuan (2019) leadership is a leader influencing the behavior of subordinates, so they want to work together and work productively to achieve organizational goals. Leadership is a person's ability to influence other people to work together according to a plan to achieve predetermined goals (Allen and Mayer in Busro, 2018). Allen and Mayer in Busro (2018) classify leadership dimensions and indicators as follows: (1) Relations between leaders and subordinates: having the ability to respect the rights and obligations of each employee, there is warm communication between leaders and employees, helping solve employee problems, appreciating the work of subordinates, and being objective towards subordinates; (2) Structure of tasks: simplicity of work plans that can be disseminated, realization of work plans, and clarity of responsibilities for work; (3) Power: the ability to command subordinates, firmness in making decisions, and developing the quality of subordinates.

Organizational Commitment

Organizational commitment shows the level of willingness of employees to be interested and associate in business to achieve goals and objectives (Padave et al., 2021). According to Amin (2022) organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to fight for the achievement of organizational goals. Organizational commitment as a manifestation of one's willingness, awareness, and sincerity to be bound and always be in an organization which is illustrated by the amount of effort, determination, and belief in being able to achieve a shared vision, mission, and goals (Allen and Mayer in Busro, 2018). Allen and Mayer in Busro (2018) classify the dimensions and indicators as follows: (1) Affective commitment: strong belief in and acceptance of organizational values and goals, loyalty to the organization, and willingness to use efforts for the benefit of the organization; (2) Continuity Commitment: taking into account the advantages of continuing to work in the organization, and calculating the disadvantages if leaving the organization; (3) Normative commitment: willingness to work, and responsibility for advancing the organization.

Work motivation

Work motivation is an effort to encourage yourself to do work and channel all the skills you have so that institutional goals can be achieved (Basalamah and As'ad, 2021). According to Padave et al (2021) motivation is the desire to achieve something to achieve satisfaction and performance. Work motivation is the desire to do a job to achieve its goals (Herzberg, 2011). According to Padave et al (2021) motivation is the desire to achieve something to achieve satisfaction and performance. Work motivation is the desire to do a job to achieve its goals (Herzberg, 2011). Herzberg (2011) classifies the dimensions and indicators of work motivation as follows: (1) Motivator: there is recognition, from the work itself, responsibility, and progress; (2) Hygiene: supervision techniques, salary, working conditions, and institutional policies and administration.

Job satisfaction

Job satisfaction is a series of feelings of pleasure or displeasure and the emotions of an employee related to his work so that it is an employee's assessment of pleasant or unfavorable feelings towards work. (Smith in Luthans, 2018). Smith in Luthans (2018) classifies the dimensions and indicators of job satisfaction as follows: (1) Superiors: loyalty, and a sense of justice; (2) Promotion: there is an opportunity, and a sense of fairness to get promoted; (3) Benefits: insurance and facilities; (4) Contingent Reward: respect and appreciation; (5) Operating Procedure: rules, and procedures.

Relations between Variables

The Influence of Leadership on Job Satisfaction

Leadership is a behavioral norm that is used by someone when that person tries to influence the behavior of others (Sutianingsih and Yulianto, 2022). Based on the research of Adrian and Arianto (2022), Fatmanengsih and Manyur (2022), and Noufal (2020) shows that leadership has a positive and significant effect on job satisfaction.

Hypothesis 1: Leadership has a positive effect on job satisfaction.

The Influence of Organizational Commitment on Job Satisfaction

According to Amin (2022) organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to fight for the achievement of organizational goals. Based on research by Dwiyanti and Bagia (2021), Wahyudi et al (2021), and Setiawan (2020) which shows organizational commitment has a positive effect on job satisfaction.

Hypothesis 2: Organizational Commitment has a positive effect on job satisfaction.

The Influence of Work Motivation on Job Satisfaction

Work motivation is an effort to encourage yourself to do work and channel all the skills you have so that institutional goals can be achieved (Basalamah and As'ad, 2021). Based on the research of Adrian and Arianto (2022), Wijiningrum et al (2022), and Mubaroqah and Yusuf (2020) which show that work motivation has a positive effect on job satisfaction.

Hypothesis 3: Work motivation has a positive effect on job satisfaction.

The following is the conceptual framework of the above hypothesis:

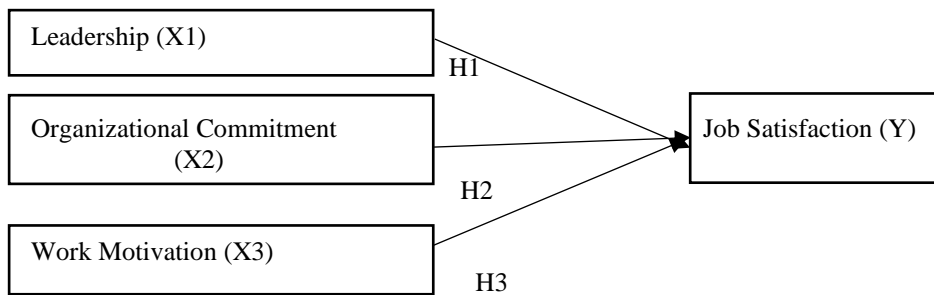


Figure 1. Conceptual Framework

$$Y = \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e$$

Where:

Y = Dependent Variable (Job Satisfaction)

X1 = Independent Variable (Leadership)

X2 = Independent Variable (Organizational Commitment)

X3 = Independent Variable (Work Motivation)

E = Error (Residual value)

METHODS

This study uses a quantitative approach. The object of research is employees at BULOG Subdivre Semarang with 100 respondents. Sources of data used are primary data (filling in questionnaires on employees of BULOG Subdivre Semarang) and secondary data (official documents of BULOG Subdivre Semarang). The sample collection uses a probability sampling method which provides equal opportunities for each element of the population selected to be the sample (Sugiyono, 2018). The Likert scale is used as a benchmark for the results of the questionnaire. In addition, the test used is the regression analysis test, and the model test consists of a coefficient of determination test, f test, and t test. Questionnaires were distributed online via WhatsApp. Data processing using SPSS software version 25.

RESULTS AND DISCUSSION

Description of Respondents

Respondents in this study consisted of 62% male and 38% female, with the most education D4/S1 (58%) and at least S2 (3%), the most age was 26-30 years (42%) and the least > 50 years (1%), and the most working period is 1-5 years (48%) and the least is 6-10 years (24%).

Variable Description

Leadership (X1)

The average value (mean) was found to be 4.16, meaning that from questions of value 1 to 5, respondents answered an average value of 4.16. This means that the respondent agrees with the questions posed by the researcher. From the answers of 100 respondents, it was found that from 1 to 5, the midpoint was 4.00. The most frequent appearance value is 4 which indicates the majority of respondents agree on the question used as an indicator.

Organizational Commitment (X2)

The average value (mean) was found to be 4.29, meaning that from questions of value 1 to 5, respondents answered an average value of 4.29. This means that the respondent agrees with the questions posed by the researcher. From the answers of 100 respondents, it was found that from 1 to 5, the midpoint was 4.00. The most frequent appearance value is 4 which indicates the majority of respondents agree on the question used as an indicator.

Work Motivation (X3)

The average value (mean) was found to be 4.20, meaning that from questions of value 1 to 5, respondents answered an average value of 4.20. This means that the respondent agrees with the questions posed by the researcher. From the answers of 100 respondents, it was found that from 1 to 5, the midpoint was 4.00. The most frequent appearance value is 5 which indicates that the majority of respondents strongly agree on the question used as an indicator.

Job Satisfaction (Y)

The average value (mean) was found to be 4.22, meaning that from questions of value 1 to 5, respondents answered an average value of 4.22. This means that the respondent agrees with the questions posed by the researcher. From the answers of 100 respondents, it was found that from a value of 1 to 5, it had a midpoint of 4. The value that appeared most often was 5, which indicated that the majority of respondents strongly agreed on the question used as an indicator.

Validity Test Result

The validity test is the equation of the data reported by the researcher with the data obtained directly that happened to the research subjects. Validity test is used to measure validity or at least a questionnaire (Sugiyono, 2018). With this analysis it can be seen the adequacy value of the respondent's sample by looking at the KMO. By using factor analysis, the items in this study can be further analyzed if the $KMO > 5\%$ and the significant value of the Edequate Sample $< 5\%$. The results and validity test by looking at the KMO-MSA of each variable: Leadership (X1) 0.873; Organizational Commitment (X2) 0.853; Work Motivation (X3) 0.887; and Job Satisfaction (Y) 0.936.

Reliability Test Result

Reliability test is the degree of consistency and stability of data or findings. Unreliable data cannot be processed further because it will produce biased conclusions (Sugiyono, 2018). A variable is said to be reliable, if it gives a Cronbach Alpha value (α) > 0.7 (Ghozali, 2018). The results and reliability test by looking at the Cronbach Alpha value of each variable: Leadership (X1) 0.785; Organizational Commitment (X2) 0.793; Work Motivation (X3) 0.795; and Job Satisfaction (Y) 0.790.

Multiple Linear Regression Analysis

Regression analysis is used to determine whether the independent variables jointly affect the dependent variable and to measure the strength of the relationship between two or more variables and indicate the direction of the relationship between the independent variable and the dependent variable.

Table 1. Multiple Linear Regression Results

Model	Test R2	Test F		Beta	Test t		Information
	Adjusted R2	F	Sig		T	Sig	
Leadership (X1) on Job Satisfaction (Y)	0,788	123,412	0,000	0,358	4,720	0,000	H1 accepted
Organizational Commitment (X2) to Job Satisfaction (Y)				0,105	2,251	0,027	H2 accepted
Work Motivation (X3) on Job Satisfaction (Y)				0,586	7,725	0,000	H3 accepted

Source: Processed data, 2023

The multiple linear regression equation used to analyze these variables is as follows:

$$Y = 0,358 + 0,105 + 0,586 + e$$

In the table above, the following explanation can be obtained:

Leadership influences job satisfaction by 0.358 percent. The influence of leadership on job satisfaction is positive. This means that the higher the leadership, the job satisfaction at BULOG Subdivre Semarang is increasing.

Organizational commitment has an effect on job satisfaction by 0.105 percent. The effect of organizational commitment on job satisfaction is positive. This means that the higher the organizational commitment, the job satisfaction at BULOG Subdivre Semarang is increasing.

Work motivation affects employee performance by 0.586 percent. The effect of work motivation on job satisfaction is positive. This means that the higher the work motivation, the job satisfaction at BULOG Subdivre Semarang is increasing.

Coefficient of Determination (R²)

Based on table 1, it shows that the Adjusted R² value is 0.788, meaning that the variable of job satisfaction can be explained by the variables of leadership, organizational commitment, and work motivation of around 78.8% and the remaining 21.2% (100% - 78.8%) is explained by variables outside the model, work environment, organizational culture, and so forth.

F test

The F test is used to test whether the two independent variables simultaneously or together have a significant effect on the dependent variable (Sugiyono, 2018). In table 1, the calculated F test is 123.412 with a significance probability of 0.000. This means that the probability value is less than 0.05, so leadership, organizational commitment, and work motivation have an effect on job satisfaction.

t test

The t test is a temporary answer to the formulation of the problem, which is asking the relationship between two or more variables (Sugiyono, 2018). Based on the regression test in table 2 it can be explained as follows:

1. The Influence of Leadership on Job Satisfaction

Based on the hypothesis test, it shows a beta value of 0.358 with a significance of 0.000 indicating that leadership (X1) has a positive and significant effect on job satisfaction (Y). So the hypothesis which states that there is a positive influence between leadership (X1) on job satisfaction (Y) at BULOG Subdivre Semarang is accepted.

2. The Influence of Organizational Commitment on Job Satisfaction

Based on the hypothesis test, it shows a beta value of 0.105 with a significance of 0.027 indicating that organizational commitment (X2) has a positive and significant effect on job satisfaction (Y). So the hypothesis which states that there is a positive influence between organizational commitment (X2) on job satisfaction (Y) at BULOG Subdivre Semarang is accepted.

3. The Influence of Work Motivation on Job Satisfaction

Based on the hypothesis test, it shows a beta value of 0.586 with a significance of 0.000 indicating that work motivation (X3) has a positive and significant effect on job satisfaction (Y). So the hypothesis which states that there is a positive influence between work motivation (X3) on job satisfaction (Y) at BULOG Subdivre Semarang is accepted.

DISCUSSION

The Influence of Leadership on Job Satisfaction

The hypothesis test shows that leadership has a positive and significant effect on job satisfaction as evidenced by a Sig value of 0.000 which means lower than 0.05 with a Beta value of 0.358. which means the higher the leadership, the job satisfaction will increase.

Leadership at BULOG Subdivre Semarang is well received as evidenced by warm communication statements between leaders and employees in a very good workplace which has the highest average score which the majority of respondents answered agree. This research is in line with that conducted by Adrian and Arianto (2022), Fatmanengsih and Manyur (2022), and Noufal (2020) showing that leadership has a positive and significant effect on job satisfaction. Meanwhile, this research contradicts that conducted by Safitri and Astuti (2021) that leadership is not significant for job satisfaction.

The Influence of Organizational Commitment on Job Satisfaction

The hypothesis test shows that organizational commitment has a positive and significant effect on job satisfaction as evidenced by a Sig value of 0.027 which means lower than 0.05 and with a Beta value of 0.105. which means the higher the organizational commitment, the job satisfaction will increase.

Organizational commitment at BULOG Subdivre Semarang is well perceived as evidenced by the statement that it always takes into account the benefits it will get to keep working in the institution, always takes into account the losses it will get if it leaves the institution, and the willingness to work is very high which has the highest average value answered by the majority respondents agree. This research is in line with that conducted by Dwiyanti and Bagia (2021), Wahyudi et al (2021), and Setiawan (2020) who show organizational commitment has a positive effect on job satisfaction. While this research contradicts that conducted by Prasetyo et al (2020) organizational commitment is not significant on job satisfaction.

The Influence of Work Motivation on Job Satisfaction

The hypothesis test shows that work motivation has a positive and significant effect on job satisfaction as evidenced by a Sig value of 0.000 which means lower than 0.05 and with a Beta value of 0.586. which means the higher the work motivation, the job satisfaction will increase.

Work Motivation at BULOG Subdivre Semarang is well perceived as evidenced by the statement that they are happy to work because the salary is sufficient which has the highest average value which the majority of respondents answered strongly agree. This research is in line with that conducted by Adrian and Arianto (2022), Wijiningrum et al (2022), and Mubaroqah and Yusuf (2020) which show that work motivation has a positive effect on job satisfaction. While this research contradicts that conducted by Wibiseno et al (2018) work motivation is not significant on job satisfaction.

CONCLUSIONS

Work motivation has a positive effect on job satisfaction. This means that the higher the employee's work motivation, the job satisfaction will increase. Leadership has a positive effect on job satisfaction. This means that the higher the leadership, the job satisfaction will increase. Organizational commitment has a positive effect on job satisfaction. This means that the higher the employee's organizational commitment, the job satisfaction will increase. Judging from the Beta value, the work motivation variable has the greatest Beta value compared to other variables. This means that the work motivation variable in this study has the most influence on job satisfaction.

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