

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

Rahma Muti'ah^{1*}, Mulkan Ritonga²

¹Faculty of Science and Technology, University of Labuhanbatu, ²Faculty of Economics and Business, University of Labuhanbatu

email: * rmuthea5@gmail.com

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ABSTRAK

This study aims to investigate the influence of leadership, motivation, and job satisfaction on organizational commitment. Effective leadership, high motivation, and good job satisfaction are considered key factors in shaping employee commitment to the organization. This study used a quantitative approach with a survey of office employees and PKS PT. Serba Huta Jaya as many as 63 people as a population as well as a research sample. Data was collected using questionnaires that measured leadership levels, motivation, job satisfaction, and organizational commitment. Data analysis was performed using descriptive statistical methods and multiple regression analysis to determine the relationship between these variables. The results showed a positive and significant relationship between leadership, motivation, and job satisfaction with organizational commitment both partially and simultaneously. This suggests that effective leaders, a motivating work environment, and high levels of job satisfaction can increase employee commitment to the organization. These findings have practical implications for human resource management in the development of strategies to increase organizational commitment. Managers and leaders need to pay attention to the importance of building effective leadership, creating a motivating work environment, and paying attention to employee job satisfaction as an effort to increase organizational commitment. Thus, the study contributes to the understanding of the factors influencing organizational commitment and provides a basis for the development of relevant management interventions in the workplace.

Leadership, Motivation , Job satisfaction, Organizational Commitment

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INTRODUCTION

These days it is critical for company management to understand and encourage strong organizational commitment among their employees, whereas employees who are committed to the organization tend to form strong and collaborative relationships with their co-workers and superiors. Thus creating a positive and supportive work environment, where ideas and information can be shared easily. In a corporate context, organizational commitment is the loyalty, engagement, and dedication of employees to the organization they work for (Kot-Radojewska & Timenko, 2018). Strong commitment from employees is an important factor in the long-term success of the company, as it can increase productivity, strengthen company culture, and reduce employee turnover. Employees who have a strong organizational commitment tend to be loyal to the company, which means they are more likely to stay with the company than to find work elsewhere (Qu et al., 2024). Employees who are committed to the organization will be more involved in achieving the company's goals and mission. They feel connected to the company's vision and strive to make a significant contribution to the company's success.

An effective leadership style can directly affect the level of commitment of employees to the organization. A leader who is visionary, inspiring, and attentive to employee needs is likely to create a work climate where employees feel valued and connected to organizational goals (Lai et al., 2020). Clear and supportive leadership can build employee trust and loyalty to the organization. While a poor or less supportive leadership style can reduce employee commitment to the organization (Dayanti et al., 2022). Basically all employees need leaders who can inspire, support, and provide clear direction. Unfair treatment or discrimination against employees can undermine their trust and commitment to the organization. When leaders aren't effective at inspiring, providing clear direction, or supporting employees, it can lead to a gap between employees' expectations of leadership and the reality they experience (Li et al., 2019). As a result, employees may lose trust in their leaders and experience decreased commitment to the organization.

Motivation is an important factor that affects employee commitment to the organization. Motivated employees tend to be more committed because they have an internal drive to achieve organizational goals and feel involved in achieving mutual success (Varma, 2018). Motivation can be influenced by a variety of factors, including recognition of achievement, career development opportunities, and fairness in the reward system. So the roles and responsibilities of each employee must be explained thoroughly, because, if the roles and responsibilities of employees are not explained properly, then they may feel confused or unmotivated to fully commit to their work. If the system of rewards or recognition of achievements is inconsistent or unfair, employees may feel less motivated to perform well (Eshun & K. Duah, 2018). This can lead to a gap between expected and actual motivation levels, which in turn can affect an employee's commitment to the organization

Employee job satisfaction also has a significant impact on their level of commitment to the organization. Employees who feel satisfied with their jobs, work environment, and overall work experience tend to be more motivated and committed to staying in the organization (Zhenjing et al., 2022). Job satisfaction creates an emotional bond between employees and the organization, which reinforces their commitment. Job satisfaction also relates to how satisfied employees are with their jobs, including aspects such as the work environment, compensation, fairness, and opportunities for growth and development. Employees who feel satisfied with their jobs tend to be more motivated and committed to the organization (Inayat & Jahanzeb Khan, 2021). Employees who are dissatisfied with their jobs, work environment, or their compensation may tend to lack commitment to the organization. Low job satisfaction can be an indicator that there is a gap between expectations and reality in the work environment. If employees are dissatisfied with their jobs, work environment, or reward system, this can reduce their commitment to the organization.

In this context, it is seen that effective leadership plays an important role in creating a supportive work environment, which in turn increases employee motivation and job satisfaction. All three are

interrelated and reinforce each other, creating a positive cycle that leads to increased organizational commitment.

Literature Review

1.1. Organizational Commitment

Organizational commitment reflects an employee's engagement and emotional bond with their workplace (Yılmaz et al., 2022). This concept according to (Kanter, 1968) is an emotional tether that unites individuals and organizations. According to Meyer, Allen, and Smith (1998) in (Lo et al., 2024) explain three indicators of organizational commitment, namely; a) Affective commitment, occurs when employees want to be part of the organization because of an emotional bond; b) Continuance commitment, occurs when employees remain in an organization because they need salaries and other benefits, or because there is no other job; 3) Normative commitment, arising from values in employees. Employees stay members of the organization because of the awareness that commitment to the organization is the right thing to do.

1.2. Leadership

Leadership is a dedicated position. Leadership is about the process of oneself and people. Leadership is about companies, individuals and society. Leadership is about demanding, serving, learning to trust yourself and others. Leadership is about conflict, followers, change and purpose. Leadership is a very complex and stressful quest that cannot be captured comprehensively (Luedi, 2022). While according to (Rivai, 2013) leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders to cause others to act or respond and cause positive change, coordinate the organization in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

1.3. Motivation

Michel J. Jucius in (Prihartanta, 2015) Mentioning motivation as an activity gives encouragement to a person or oneself to take a desired action. Motivation is a psychological symptom in the form of an impulse that arises in a person consciously to perform an action with a specific purpose (Reeve, 2018). Motivation can also be in the form of efforts that can cause a person or certain groups of people to be moved to do something because they want to achieve the desired goals or get satisfaction with their actions (Ryan & Deci, 2000).

1.4. Job Satisfaction

Job satisfaction is the level of a person's feeling of pleasure as an objective assessment of his job and the right environment of his work (Tarigan et al., 2023). Job satisfaction is the fulfillment of all the needs of workers in carrying out their duties at a certain time (Schaffer, 1953). From the above understanding, it can be concluded that job satisfaction is a pleasant or unpleasant emotional feeling

felt by employees in their work that can produce something that meets their personal needs, desires, hopes, and ambitions so that they feel satisfied outwardly (Afolashade et al., 2024).

METHODOLOGY

This research was located at the plantation and palm oil mill (PKS) office of PT. Serba Huta Jaya, North Labuhanbatu Regency. This study involved the pupulation of 63 people who were employees at PT. Serba Huta Jaya in the garden and PKS office where samples are determined by census method or saturated samples. Data was collected using research data collection instruments in the form of a set of questionnaires that have been tested for correctness and reliability. The analysis techniques carried out are multiple regression analysis and hypothesis testing using SPSS software. This technique is carried out to analyze the influence between independent variables on dependent variables, where free variables should affect directly or indirectly on organizational commitment as dependent variables.

RESULT AND DISCUSSION

Results

Information collected from respondents on each variable is then tabulated according to the purpose of the analysis. In addition, the tabulated data or information has been analyzed with descriptive statistics to calculate the central value of the tendency and distribution of measures. This is done to find out a general picture of the meaning contained in the cluster distribution of the data / information obtained. Each variable data will be described in the following table:

2055 Statistics				
	Leadership (X1)	Motivation (X2)	Job Satisfaction (X3)	Organization Commitment (Y)
N	Valid 63	63	63	63
	Missing 0	0	0	0
Mean	20.60	29.52	27.35	32.62
Median	21.00	30.00	27.00	32.00
Mode	21	32	28	35
Std. Deviation	3.457	5.541	4.135	Statistics
Variance	Leadership (X1)	Motivation (X2)	Job Satisfaction (X3)	Organization Commitment (Y)
N	Valid 63	63	63	63
63	13	Missing	0	0
0	0	Mean	20.60	29.52
27.35	32.62	Median	21.00	30.00

Source : Data processed with SPSS 20

The data table in the descriptive analysis results above shows that there are as many as 4.76% of respondents stated that leadership is in the low category. As many as 84.13% of respondents stated that their leadership was in the medium category and 11.11% of respondents stated that their leadership was moderate and felt that they were in the good or high category. Furthermore, there are 7.94%. Respondents felt that motivation was still in the low category. There are as many as 73.1% of respondents feel that the motivation in committing is good and as many as 19.05% of respondents feel that the motivation in committing to the organization has been done very well. Descriptive

analysis of job satisfaction as many as 4.76% of respondents felt job satisfaction was still in the low category. There were 69.84% of respondents who thought that job satisfaction was in the medium category, and 22.40% of respondents felt that job satisfaction was good or in the high category. Descriptive analysis also showed that there were as many as 6.35% of respondents describing low organizational commitment, and there were 84.13% of respondents who rated organizational commitment to be in the medium category and only about 9.52% of respondents who rated organizational commitment as good or in the high category.

Multiple Regression Analysis

a. Dependent Variable: Organizational Commitment

32.00		27.00	
		Mode	
		32	28
35	Std. Deviation	3.457	5.541
	5.001	Variance	11.953
	17.102	25.014	Range
	26	21	24

Minimum

Source : Data processed with SPSS 20

Based on the results of multiple linear regression estimation with the SPSS for windows 20 program above, the multiple linear regression equation in this study is as follows:

$$Y = 5.529 + 0.339X_1 + 0.364X_2 + 0.297X_3 + e$$

A constant of 5.529; meaning that if leadership (X_1), motivation (X_2) and job satisfaction (X_3) are 0, then organizational commitment (Y) is 5.529.

- The regression coefficient of the leadership variable (X_1) is 0.399; meaning that if the other independent variable is fixed and the leadership value increases by 1%, then organizational commitment (Y) will increase by 0.362. It can be seen that positive coefficient value means that there is a positive relationship between leadership and organizational commitment, the better the leadership, the higher and better the organizational commitment.

- The regression coefficient of the motivational variable (X_2) is 0.364; meaning that if the other independent variable is fixed and work stress increases by 1%, then organizational commitment (Y) will increase by 0.364. It can be seen that a positive coefficient value means that there is a positive relationship between motivation and organizational commitment, the better the employee motivation, the better the organizational commitment that is built.

- The regression coefficient of the job satisfaction variable (X_3) is 0.297; meaning that if the other independent variables are fixed and job satisfaction increases by 1%, then organizational commitment (Y) will increase by 0.297. It can be seen that a positive coefficient value means that there is a positive relationship between job satisfaction and organizational commitment, the better and higher the job satisfaction achieved, the better the organizational commitment that is built.

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Test the hypothesis

Test t (Partial)

Based on the analysis using the SPSS for windows program, the results of the t (partial) test are shown in the following table 3:

a. Dependent Variable: Organizational Commitment

13					
20	18		21	Maximum	33
	39	45	Sum		
2055	5.529	3.049		1.813	.075
1723	Unstandardized	.141	B	Std. Error	1
Type	Coefficients		Leadership		
5.529	3.049	.101		.399	.141
Motivation	.364	.101	.245	Job Satisfaction	.297

.136

Source : Data processed with SPSS 20

From the data above, it can be seen that the value of t_1 is calculated at 2.833 with t_{table} of 0.678, then $t_{table} < t_{calculated}$ with a significance level of $0.006 < 0.05$ proves that there is a positive and significant influence of leadership variables on organizational commitment. Next the value of t_2 count is 3.626 with t_{table} is 0.678, then $t_{table} < t_{count}$. With significance levels of $0.001 < 0.05$, this proves that there is a positive and significant influence of motivational variables on commitment. Next, the value of t_3 is calculated at 2.176 with t_{table} is 0.678, then $t_{table} < t_{is\ calculated}$, with a significance level of $0.034 < 0.05$, this proves that there is a positive and significant influence of motivational variables on organizational commitment.

Test F (Simultaneous)

Based on the analysis using the SPSS for windows program the F test results (simultaneous) are shown in the following table 4:

b. Predictors: (Constant), Job Satisfaction, Leadership, Motivation

a. Dependent Variable: Organizational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	930.157	3	310.052	Coefficientsa
	Standardized				Type
	Coefficients	t	Sig.	10.520	
	Total	1550.857	1		

a. Dependent Variable: Organizational Commitment

1.813

Source : Data processed with SPSS 20

In the table above, it can be seen that the F value is calculated at 29.472 while the F value of t_{table} at $df=2$ at the level of 0.05 is 3.99, meaning $F_{is\ calculated} > F_{table}$ with a significance level of $0.000 < 0.05$, this shows that simultaneously there is a positive and significant influence between leadership, motivation and job satisfaction on organizational commitment at the level of trust 95% and Alpha 5%.

Coefficient Test of Determination (R^2)

Based on the analysis using the SPSS for windows program, the results of the determination efficiency

test in this study can be seen in the following table:

b. Dependent Variable: Organizational Commitment

.075 ^b				
Model	Leadership	.399	.141	.275
2.833	.006	.600	Motivation	.364
.101				
.404				

Source : Data processed with SPSS 20

From the table above, it can be seen that the results of Outpun SPSS version 20.0 of the Summary model have a large *Adjusted R Square* value of 0.579, it can be interpreted that 57.90% of the variables of leadership, motivation and satisfaction can have an influence on organizational commitment in this study, while the rest or 42.10% are influenced by other factors that are not studied.

Discussion

Leadership has a very significant influence on organizational commitment. Good leadership will be a role model for members of the organization. If a leader shows high commitment to the organization, it will encourage other members to do the same (Abasilim et al., 2019). Effective leadership ensures clear and open communication (Suryadi et al., 2023). Good communication from leaders regarding the vision, values, and goals of the organization can increase members' understanding of the importance of commitment to the organization. A caring leader will provide support and recognition to his team members. This can be in the form of praise, appreciation, or coaching that gives positive encouragement to members to stay committed. Leaders who involve members in the decision-making and planning process will increase their sense of ownership and commitment to the results achieved (Bhudianto, 2015).

Leaders who are fair and consistent in their treatment of team members will increase trust and commitment. Fairness in terms of rewards, promotions, and assignments of duties is also important to maintain commitment. Leaders who are able to inspire and motivate team members to achieve greater organizational goals will increase the sense of commitment because members feel that their contributions have a significant impact. Leaders have a role to play in shaping organizational culture that supports commitment. A culture that emphasizes values such as integrity, cooperation, and innovation will encourage members to commit to the organization. Thus, good leadership has a strong impact on the level of commitment of members to the organization. The results of this study show that leadership has a positive and significant effect on organizational commitment. The results of this study are in line with the results of the study (Öztekin Bayır et al., 2015); (Nigusie, 2018); (Nigusie, 2018) It also found that leadership has a positive and significant effect on organizational commitment. Motivation also has a significant influence on organizational commitment. Intrinsic motivation, such as the desire to achieve success or achievement, can increase commitment to the organization (Muhamad & Trang, 2019). Intrinsically motivated individuals tend to be more committed because

they feel involved in achieving organizational goals. Individuals who feel satisfied with their work are more likely to commit to the organization. Extrinsic motivations, such as financial rewards or recognition of performance, can increase job satisfaction and, therefore, commitment to the organization. Motivation for personal and professional development can increase commitment to the organization that provides such opportunities. Employees who feel the organization provides opportunities to learn and grow are more likely to remain committed (Kusumaputri, 2018). Motivation to maintain positive working relationships with co-workers and superiors can also affect organizational commitment. Good relationships in the workplace can increase a sense of attachment and commitment to the organization.

Motivation to contribute to an organization's vision and values can also increase commitment. Individuals who feel the organization's vision and values match their personal values are more likely to commit. Motivation to work closely with colleagues in achieving common goals can increase commitment to the organization. Effective teamwork and mutual support can strengthen individual bonds to the organization. Motivation to achieve career goals and achieve progress in the organizational hierarchy can also affect commitment. Individuals who feel organizations provide opportunities for career growth are more likely to remain committed. The results of this study are in line with the results of research published by (Tahapan & Rahadhini, 2018); (Jufrizen et al., 2021); (Manalo et al., 2020) who also found that motivation had a positive and significant effect on organizational commitment. Thus, motivation derived from multiple sources can contribute significantly to an individual's level of commitment to the organization.

Job satisfaction has a strong influence on organizational commitment. When employees are satisfied with their jobs, they tend to be more attached and committed to the organization they work for. High job satisfaction can result in a strong emotional attachment to the organization (Alismail et al., 2022). Employees who feel happy and satisfied with their jobs are more likely to feel emotionally attached to the organization's goals and values. Employees who are satisfied with their jobs tend to be more loyal to the organization. They are more likely to stay in the organization and not seek job opportunities elsewhere. Job satisfaction can increase employee motivation to contribute positively to the organization. They feel that their contribution is valued and has a significant impact, which can increase their commitment to the organization.

Employees who feel satisfied with their jobs tend to be more synonymous with the organization they work for. They feel that the organization reflects values and goals that align with their personal values, so they are more motivated to commit (Eliyana et al., 2019). High job satisfaction is often associated with higher levels of engagement on the job. Employees who are actively engaged in their work tend to have a higher level of commitment to the organization. Employees who feel satisfied with their jobs are also likely to contribute to the overall success of the

organization. The success of the organization becomes important to them because they feel part of its achievements. Job satisfaction can also be related to feelings of balance between work life and personal life. Employees who feel they have a good work-life balance tend to be more committed to the organization. The results of this study are in line with the results of research published by (Yusnita et al., 2022); (Afrinianto et al., 2024); (Afrinianto et al., 2024) They also found that job satisfaction had a positive and significant influence on organizational commitment. Thus, high job satisfaction can be an important factor in increasing employee commitment to the organization.

So it can be said that, effective leadership, high motivation, and good job satisfaction are interrelated factors and can together affect the level of employee commitment to the organization. Leaders who are able to motivate and support employees and create a work environment that meets their needs and expectations will be able to increase employee commitment to the organization.

CONCLUSION

Based on the results of the research and discussion above, it can be concluded that the results of this study found that leadership, motivation and job satisfaction have a positive and significant effect on organizational commitment both partially and simultaneously with a flow contribution of 57.90%, trust level 95% and Alpha 5%. Theremaining 42.10% was influenced by other factors that were not studied in this study.

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