

THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND COMMITMENT

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Keywords

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ABSTRACT

The aim of this research is to examine how leadership style affects worker commitment and satisfaction in the workplace. The study was carried out by literature reviews and surveys with questionnaires. Regression tests are then used to assess the acquired data with the aid of the SPSS software. The study's findings indicate that, at least in part, a leader's style significantly improves employee work satisfaction. Leaders that successfully apply the appropriate leadership style are able to inspire and encourage their workforce. Furthermore, the study demonstrates that workers who believe they are being led by capable executives typically exhibit greater levels of loyalty to the organization.

INTRODUCTION

Employees are a core part of human resources that have a great influence on the achievement of company goals. Employees not only carry out their daily tasks and functions, but also contribute to the long-term success of the organization (Samsuni, 2017). The ability and performance of employees are the main determining factors whether an organization can achieve its targets. Even if it has advanced technology and equipment, but without the skills and efforts of employees, the equipment will not provide maximum results. The roles of employees are very diverse, such as planning strategies, carrying out daily tasks, and controlling processes and work results (Wiliandari, 2019).

The importance of the role of employees in an organization or company makes it necessary for employees who are not only competent but also satisfied with their work and have a strong commitment to the organization. Thus, encouraging organizations to pay attention to factors that affect job satisfaction and employee commitment, because employees who feel satisfied and have high commitment tend to be more productive and make a positive contribution to the success of the organization (Pusparani, 2021). Therefore, to achieve the company's goals, it is important for the company to create high satisfaction and commitment among its employees.

Satisfaction is a state in which a person's desires and expectations are fulfilled. Meanwhile, commitment is an attitude that shows the extent to which a person knows, understands, and is willing to be attached to their organization. The importance of employee satisfaction and commitment is

significant. Employees who are satisfied with their work and work environment will feel in tune with the organization and actively involved in the company's activities. On the other hand, employees who have a high commitment to the organization have the potential to improve their performance both individually, as a group, and organizationally. Employees with strong organizational commitment will voluntarily give maximum effort to the company's progress (Maryani, 2018). Based on this, organizations must identify factors that affect employee satisfaction and commitment, one of which is leadership style.

The leadership style applied by a leader has a great impact on employees and the overall performance of the organization (Armadita & Sitohang, 2021). Leaders with a distinctive and effective leadership style are able to provide clear direction, motivate employees, and create a positive work environment (Setiawan et al., 2021). This contributes to increased employee motivation, productivity, and loyalty to the company. Conversely, if a leader implements an ineffective leadership style, this can result in decreased employee morale, high turnover rates, and decreased overall performance.

Sinurat (2019) analyzed the influence of leadership style on employee job satisfaction at PT. Himawan Putra Medan. The results of the study show that leadership style has a significant positive influence on employee job satisfaction partially. Another study by Raharja (2017) examined the influence of leadership style on employee commitment in shoe retail companies and found that leadership style does not affect employee commitment. This is due to differences in the types of commitment that employees have, namely commitment to the organization and commitment to leaders.

Based on both studies, this study has a similar theme but offers novelty by examining the influence of leadership style on employee satisfaction and commitment. Exploring these two aspects simultaneously, this study is expected to provide deeper insights into how leadership styles affect workplace dynamics. The results of this study are expected to make a valuable contribution to the organization by providing an understanding of whether leadership style affects employee satisfaction and commitment. The purpose of this study is to investigate the influence of leadership style on employee satisfaction and commitment in the work environment.

The hypotheses used were:

- 1) H1: Leadership Style Has a Positive Effect on Employee Satisfaction Company X
- 2) H2: Leadership Style Has a Positive Effect on Employee Commitment of Company X

METHODS

A quantitative research methodology is used in this investigation. Surveys employing questionnaires and literature reviews were used to gather data. The people who work for firm X make up the study's population. To get 50 samples, the sample collecting method used in this study is random sampling. Regression tests are then used to assess the acquired data with the aid of the SPSS software.

RESULTS

Validity Test

Table 1. Validity Test

		Correlations			
		Leadership Style	Satisfaction	Commitment	Total
Leadership Style	Pearson Correlation	1	.694**	.598**	.850**
	Sig. (2-tailed)		<.001	<.001	<.001
		N	50	50	50
Satisfaction	Pearson Correlation	.694**	1	.642**	.916**
	Sig. (2-tailed)	<.001		<.001	<.001

	N	50	50	50	50
Commitment	Pearson Correlation	.598**	.642**	1	.849**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	50	50	50	50
Total	Pearson Correlation	.850**	.916**	.849**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	50	50	50	50

The results of the analysis in table 1 show that each measurement instrument shows a level of significance (2-tailed) correlation for all items that is lower than the significance limit value of 0.05 and the Pearson correlation value is greater than the r table (N=50) which is 0.230. These findings indicate that all statements on the question items have strong validity, so overall, the questionnaire is considered valid for use in the study.

Reliability Test

Table 2. Reliability Test

Reliability Statistics	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
.829	3

The findings from the reliability test in table 2 show that the Cronbach Alpha value reached 0.829, exceeding the minimum limit of 0.600. This indicates that the questionnaire shows a good and reliable level of consistency for use in further research.

Regression Test

Table 3. Employee Satisfaction Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3.778	4.488		-.842	.404
Leadership Style	1.067	.160	.694	6.685	0.000

Based on the research findings of table 3, the significance value for is 0.000. This shows that leadership style has a positive and significant effect on employee satisfaction of company X.

Table 4. Employee Commitment Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.691	3.886		-.692	.492
Leadership Style	.715	.138	.598	5.171	.000

Based on the research findings of table 4, the significance value for is 0.000. This shows that leadership style has a positive and significant effect on the commitment of employees of company X.

Leadership Style Has a Positive Effect on Employee Satisfaction of Company X

The results of the study confirm that leadership style has a positive impact on employee satisfaction levels in Company X. Leaders who apply the right leadership style succeed in creating a work environment that motivates and inspires employees. It was found that employees respond positively to leadership styles that are attentive to their needs, provide clear direction, and reward their achievements. Employees tend to feel more satisfied with a work environment led by qualified leaders, who are able to manage their teams effectively and provide the necessary support. Therefore, it is important for Company X to pay attention to the leadership style applied in the organization to increase employee satisfaction and create a positive work environment.

According to earlier research by Pally et al. (2022), work motivation and organizational commitment have a partially positive and considerable impact on job satisfaction, whereas leadership style has a negative and minor influence. Job happiness is positively and significantly impacted by work motivation. Work motivation, organizational dedication, and leadership style all significantly and simultaneously improve job happiness. According to additional study by Pradana & Santoso (2021), work motivation has a good impact on job satisfaction, the work environment has no influence (or a negative one), and leadership style has a positive impact on job satisfaction.

Similar research by Hamsal (2021) found that leadership style and organizational commitment have a positive effect on job satisfaction while organizational culture has a negative and insignificant effect on job satisfaction and then job satisfaction has a positive and insignificant effect on employee performance. According to a different study by Tupen & Septyarini (2022), 1) leadership style significantly and favorably affects job satisfaction. 2) Job happiness is positively and significantly impacted by organizational culture. 3) The degree of job satisfaction is positively and significantly impacted by work discipline. 4) Work discipline, corporate culture, and management style all significantly improve employee job satisfaction.

Leadership Style Has a Positive Effect on Employee Commitment of Company X

The results show that leadership style has a positive impact on the level of employee commitment in Company X. Leaders who implement an effective leadership style tend to be able to build strong relationships with employees, strengthen a sense of shared responsibility for the company's goals, and inspire loyalty to the organization. It was found that employees who felt led by caring, fair, and supportive leaders had higher levels of commitment to the organization they worked for. A leadership style that pays attention to employee needs, provides constructive feedback, and facilitates personal growth and development, tends to create a strong emotional bond between employees and the organization. Therefore, the conclusion of this study emphasizes the importance of the role of leaders in influencing employee commitment, and shows that effective leaders can be a valuable asset in building an organizational culture oriented towards long-term success.

The findings of this study are consistent with those of Kustiani (2021) earlier research, which discovered that rewards are variables that have a dominant influence on employee commitment, organizational culture has a significant positive effect on employee commitment, leadership style has a significant positive effect on employee commitment, and rewards have a significant positive effect on employee commitment. The three factors—organizational culture, leadership style, and job satisfaction—have a positive and significant impact on the organizational commitment of workers at

Cening Ayu, a typical Balinese souvenir company located in Batubulan, Gianyar, according to similar research by Yoga & Suwandana (2020). Dewi et al. (2023)

Dewi et al. (2023) discovered in another study that (1) organizational justice significantly increased organizational commitment, with a t-count value of 2.227, a regression coefficient value of 0.347, and a significance level of 0.035. Regression coefficient value of 0.270, significance of 0.024, t-count value of 2.395, and work involvement all show a significant positive relationship with organizational commitment. (3) With a t-count value of 2.119, a regression coefficient value of 0.181, and a significance of 0.044, it was found that leadership style significantly increased organizational commitment. (4) Work participation, leadership style, and organizational fairness all significantly affect organizational commitment at the same time. In this case, the regression equation is $Y = 0.149 + 0.347X_1 + 0.270X_2 + 0.181X_3$, the significance is 0.000, and the F-count value is 26.382. The independent variable's impact on organizational commitment was 72.4% in magnitude.

CONCLUSION

The results of the study confirm that leadership style has a significant impact on the level of employee satisfaction and commitment in Company X. Leaders who implement the right leadership style succeed in creating a work environment that motivates and inspires employees. It was found that employees respond positively to leadership styles that are attentive to their needs, provide clear direction, and reward their achievements. In addition, the study shows that employees who feel led by qualified leaders tend to have a higher level of commitment to the company. Therefore, the recommendation of this study is that the organization of Company X provides quality leadership training to its leaders. This training aims to improve the skills and knowledge of leaders in leading teams, providing motivation, and building good relationships with employees, so as to create a more productive and harmonious work environment.

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