

## Analysis of the Influence of Leadership and Organizational Commitment through Job Satisfaction on Performance

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### ABSTRACT

The aim of this research is to empirically test and analyze the influence of each variable relationship, both directly and indirectly. The first relationship is the influence of leadership and organizational commitment on job satisfaction, the second is the influence of leadership and organizational commitment on performance, and the third indirect relationship is the influence of leadership and organizational commitment through job satisfaction on performance. This research design uses a survey method with cross-section data collection through questionnaires. The sample was determined using simple random sampling with a total of 165 employees at PT. Indonesian Ship Industry (Persero) Makassar. The data analysis method used in hypothesis testing is Structural Equation Modeling (SEM) with SPSS. The research results provide evidence that leadership has a positive and significant effect on job satisfaction, organizational commitment has a positive and not significant effect on job satisfaction, leadership has a positive and significant effect on performance, organizational commitment has a positive and not significant effect on performance, job satisfaction has a positive and significant effect on performance, leadership has a positive and significant effect on performance through job satisfaction, organizational commitment has a positive and insignificant effect on performance through job satisfaction.

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## INTRODUCTION

Human Resource Management is a strategic area of the organization. Human Resource Management should be seen as an extension of the traditional view of managing people effectively and to do so requires knowledge of human behavior and management abilities. There are two assets in an organization, the first is Human Resources and the second is non-Human Resources. Of these two assets, the most important is Human Resources as managers of the organization. Especially leaders in organizations determine whether the organization they lead will progress or not.

Leadership Phenomenon PT. Indonesian Shipbuilding Industry (PERSERO), found a leadership model that has not demonstrated a leadership style capable of directly influencing employee performance within the scope of PT. Indonesian Ship Industry (PERSERO), it can be seen from the data that there are several programs whose achievement ratio has not yet reached 100%, while those whose achievement ratio is less than 90%, this is due to a lack of coordination between employees at PT. Indonesian Ship Industry (PERSERO). Leadership at PT. The Indonesian Ship Industry (PERSERO) should be able to actualize leadership in accordance with the explanation of George R. Terry (2015:71), Leadership is the activity of influencing people who are willing to try to achieve common goals. Apart from that, Fiedler (2015: 14), stated that leadership is basically a pattern of relationships between individuals who use authority and influence over groups of people to work together to achieve goals. As in leadership theory from Davis (2015: 19), the trait theory explains that the characteristics of a great leader are characterized by traits such as being intelligent, having initiative, being open, enthusiastic, honest, sympathetic and self-confident. Davis (2015:20) further suggests that the characteristics of leaders that influence organizational leadership are formulated in four general characteristics, namely: 1) intelligent in character, 2) mature in ensuring social relationships, 3) has motivation for achievement, and 4) is able to develop humanitarian relations. This trait theory forms leadership characteristics, which give birth to leaders of construction, consultation, participation and delegation in acting as leaders in organizational leadership. This is supported by research conducted by Untung Rahardja, et al. (2017) with the title Leadership, Competency, Working Motivation and Performance of High Private Education Lecture with Institution Accreditation B: Area Kopertis IV Banten Province shows research results that leadership has a significant effect on performance.

The phenomenon of organizational commitment, namely low commitment, reflects a person's lack of responsibility in carrying out their duties. Questioning commitment is the same as questioning responsibility, thus, the measure of commitment of a leader, in this case the school principal, is related to the delegation of authority (empowerment). In this concept, leaders

are faced with a commitment to entrust tasks and responsibilities to subordinates. On the other hand, subordinates need to have a commitment to improving their own competence. Organizational commitment is related to employee performance, showing that if employees have high commitment they will be able to improve their performance which in turn can improve organizational performance. There are three components of organizational commitment, namely affective commitment, continuity commitment and normative commitment (Allen & Meyer, in Finaltri W 2020). Affective commitment is related to the emotional attraction, identification and involvement of employees in the organization. Continuance commitment is related to considering the advantages and disadvantages if employees leave the organization. And, normative commitment is related to the employee's feeling of obligation to continue working in the organization. This is in line with Allen and Meyer's theory of organizational commitment, which considers commitment as the desire to maintain membership in an organization as an obligation and DeCotiis and Summers' research in Lie Liana (2017) which found that organizational commitment is a strong predictor of employee performance as well as Jaramillo's research. et al., (2005) who found that organizational commitment and performance had a positive relationship for sales and non-sales employees. The same results were also shown by the research results of Chen and Francesco (2003) and Sudiro (2008). Meanwhile Yiing and Zaman (2009) 12 found the opposite that commitment had no effect on employee performance. Meanwhile, research from Wiener and Vardi (1980) resulted in the conclusion that organizational commitment has an unclear relationship with performance.

The phenomenon of job satisfaction is a phenomenon that deserves attention because satisfaction affects performance. This is based on the research results of Listianto and Setiaji (2008) that job satisfaction determines employee performance. Not all employees who work for a company have high job satisfaction. F. Fahthorrahman (2019) explains the relationship between job satisfaction and performance, which is one of the important pieces of research in industrial-organizational psychology. Interest in the relationship between workplace behavior and productivity has been researched since 1939 in the Hawthorne studies and these studies continue to this day from both qualitative and quantitative research reviews. Although the Hawthorne studies are generally favored because of their emphasis on the link between employee behavior and performance, they stimulated the interest of many researchers in examining this relationship. After the Hawthorne study, the most influential narrative review of the relationship between job satisfaction and performance was that published by Brayfield and Crockett in F. Fahthorrahman (2019) which

concluded that there is not enough of a relationship between job satisfaction and performance. Since Brayfield and Crockett's review in F. Fahthorrahman (2019), several other influential narrative reviews have also been published (Trisnowati Josiah 2011; Juwarsih 2016; and F. Fahthorrahman (2019). These reviews are very different from the previous ones in that they optimistically reveal things that related to the relationship between job satisfaction and performance. From research related to the relationship between job satisfaction and performance, it shows that for a long time there has been a controversy of opinion about the relationship between job satisfaction and employee performance and until now it has always been an interesting topic. Some argue that satisfaction influences performance, while others argue the opposite, namely that it is performance that influences job satisfaction. Bono et al., in F. Fahthorrahman (2019). Meanwhile, several studies suggest that there is no general relationship between job satisfaction and employee performance. Dowling, in F. Fahthorrahman (2019) PT. Indonesian Shipbuilding Industry (Persero) is one of the state-owned shipbuilding companies in Eastern Indonesia located at the Pelindo IV head office in Makassar with the company's vision to become a strong and highly competitive shipbuilding and engineering company. Founded on October 29 1977. PT Industri Kapal Indonesia (Persero) is fully committed to implementing and making the principles of good corporate governance (Good Corporate Governance) part of the company culture. The application of the principles of good corporate governance (Good Corporate Governance) is carried out with the aim of being able to strengthen the company's competitive position, manage resources and risks more efficiently and effectively, increase corporate value and customer trust, as well as the company's competitiveness on an ongoing basis. As a concrete form of commitment. PT Industri Kapal Indonesia (Persero) with representatives of BPKP South Sulawesi Province have collaborated on the implementation of good corporate governance (Good Corporate Governance).

This research is novel from previous studies which have the same variable relationships, namely theory as a measuring tool for each variable which is different from previous research, very few previous studies have used job satisfaction as an intervening variable which is measured with a clear theory, as well as the periodization, research objects, respondents and perspectives are different from previous studies, so this research is important to research.

## **THEORETICAL REVIEW**

Leadership theory from Davis (2015: 19) in trait theory explains that the characteristics of a great leader are characterized by traits such as being intelligent, having initiative, being open, enthusiastic, honest, sympathetic and

self-confident. Davis (2015:20) further suggests that the characteristics of leaders that influence organizational leadership are formulated in four general characteristics, namely: 1) intelligent in character, 2) mature in ensuring social relationships, 3) has motivation for achievement, and 4) is able to develop humanitarian relations. This trait theory forms leadership characteristics, which give rise to leaders of construction, consultation, participation and delegation in acting as leaders in organizational leadership.

Pritanadhira (2019) explains Allen and Meyer's theory of organizational commitment which considers commitment as the desire to maintain membership in an organization as an obligation. Apart from that, commitment is also related to the internalization process of results related to organizational culture. Based on Allen and Meyer's theory, reviewing the dimensions of organizational commitment, namely the desire of employees to maintain their membership in an organization because of their emotional connection within an organization, the desire of employees to remain as members of the organization because of the obligation to obey, and the desire of employees to maintain membership in an organization because they consider the advantages of staying and the disadvantages of moving.

Job satisfaction is measured by the Equity Theory (Justice Theory) put forward by Wexley and Yulk (in As'ad: 2004), this theory is based on the assumption that people are motivated by the desire to be treated fairly in work which is essentially the person who gets Job satisfaction is a person who gets justice.

Performance is measured using Dessler's (2018:49) performance appraisal theory, which explains that performance is the result of work achieved by a person or group in an organization, in accordance with their respective authority and responsibilities in order to achieve goals. the organization concerned legally does not violate the law, both morally and ethically.

## **METHODOLOGY**

The research approach is designed to answer the problems that have been formulated and the objectives to be achieved as well as testing hypotheses using an explanatory, ex post facto, casual study approach.

The total population of the two work units is 357 people and the population in this study is in the Makassar area work unit which is the center of PT. The Indonesian Ship Industry (Persero) Makassar numbers exactly 280 people. The sampling in the research was carried out purposively according to research needs using the Slovin formula, a total of 164.7 people but this was reduced to 165 sample people who became research respondents.

The data analysis techniques used to explain the phenomena in this research are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis.

## **RESULTS AND DISCUSSION**

### **Development of a Conceptual Framework and Research Hypotheses**

#### ***The Influence of Leadership on Job Satisfaction.***

In organizations, of course, leadership positions are very strategic in organizational achievement and good leadership greatly influences job satisfaction. This is supported by the leadership theory from Davis (2015: 19), in which trait theory explains that the characteristics of a great leader are characterized by traits such as being intelligent, having initiative, being open, enthusiastic, honest, sympathetic and confident. Davis (2015:20) further suggests that the characteristics of leaders that influence organizational leadership are formulated in four general characteristics, namely: 1) intelligent in character, 2) mature in ensuring social relationships, 3) has motivation for achievement, and 4) is able to develop humanitarian relations. This trait theory forms leadership characteristics, which give rise to leaders of construction, consultation, participation and delegation in acting as leaders in organizational leadership. This is also supported by research conducted by Made Suprpta, et al (2015) with the research title *The Influence of Leadership on Job Satisfaction and Employee Performance (Study at Wake Bali Art Market Kuta-Bali)*, with research results showing that leadership has a positive and significant effect on job satisfaction.

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

The organizational commitment inherent in each employee certainly greatly influences employee job satisfaction, this is supported by the theory from Pritanadhira (2019) explaining the organizational commitment theory from Allen and Meyer which considers commitment as the desire to maintain membership in an organization as an obligation. Apart from that, commitment is also related to the internalization process of results related to organizational culture. Based on Allen and Meyer's theory, reviewing the dimensions of organizational commitment, namely the desire of employees to maintain their membership in an organization because of their emotional connection within an organization, the desire of employees to remain as members of the organization because of the obligation to obey, and the desire of employees to maintain membership in an organization because they consider the advantages of staying and the disadvantages of moving. This is also supported by research conducted by Amilin, et al (2008) with the research title *The Effect of Organizational Commitment on Public Accountant Job Satisfaction with Role Stress as a*

Moderating Variable, where the research results show that organizational commitment has an effect on job satisfaction.

### *The Influence of Leadership on Performance*

Leadership in an organization certainly has an influence on employee performance. This is supported by the leadership theory from Davis (2015: 19) in the trait theory which explains that the characteristics of a great leader are characterized by traits such as being intelligent, having initiative, being open, enthusiastic, honest, sympathetic and confident. Davis (2015:20) further suggests that the characteristics of leaders that influence organizational leadership are formulated in four general characteristics, namely: 1) intelligent in character, 2) mature in ensuring social relationships, 3) has motivation for achievement, and 4) is able to develop humanitarian relations. This trait theory forms leadership characteristics, which give birth to leaders of construction, consultation, participation and delegation in acting as leaders in organizational leadership. This is also supported by research conducted by Rizka Novri Hidayati, et al (2021) with the research title *The Influence of Leadership Style on Employee Performance*, where the results of the research show that Leadership Style has a significant effect on Employee Performance.

### *The Effect of Organizational Commitment on Performance*

Organizational commitment is certainly a supporting factor in increasing performance. This is supported by the theory from Pritanadhira (2019) explaining Allen and Meyer's theory of organizational commitment which considers commitment as the desire to maintain membership in an organization as an obligation. Apart from that, commitment is also related to the internalization process of results related to organizational culture. Based on Allen and Meyer's theory, reviewing the dimensions of organizational commitment, namely the desire of employees to maintain their membership in an organization because of their emotional connection within an organization, the desire of employees to remain as members of the organization because of the obligation to obey, and the desire of employees to maintain membership in an organization because they consider the advantages of staying and the disadvantages of moving. This is also supported by research conducted by Mohamad Tambri, et al (2018) with the research title *The Influence of Organizational Commitment on Employee Performance at Upt Crew Ka Surabaya City Pt. Kai Daop Viii Through Motivation as an Intervening Variable*, where the research results show that organizational commitment has a positive and significant effect on performance.

### ***The Effect of Job Satisfaction on Performance***

Job satisfaction greatly influences performance. This is supported by the Equity Theory (Justice Theory) put forward by Wexley and Yulk (in As'ad: 2004), this theory is based on the assumption that people are motivated by the desire to be treated fairly in work which is essentially the person who gets Job satisfaction is a person who gets justice. This is also supported by research conducted by Rizki Damayanti, et al (2018) with the title The Effect of Job Satisfaction on Employee Performance (Case Study of Non-Medical Employees at Rs Islam Siti Khadijah Palembang), where the research results show that job satisfaction has a significant effect on performance.

### ***The Influence of Leadership through Job Satisfaction on Performance***

Leadership certainly greatly influences performance, especially if there is previous job satisfaction. This is supported by the leadership theory from Davis (2015: 19) in the trait theory which explains that the characteristics of a great leader are characterized by traits such as being intelligent, having initiative, being open, enthusiastic, honest, sympathetic and confident. Davis (2015:20) further suggests that the characteristics of leaders that influence organizational leadership are formulated in four general characteristics, namely: 1) intelligent in character, 2) mature in ensuring social relationships, 3) has motivation for achievement, and 4) is able to develop humanitarian relations. This trait theory forms leadership characteristics, which give birth to leaders of construction, consultation, participation and delegation in acting as leaders in organizational leadership. And also the Equity Theory (Justice Theory) put forward by Wexley and Yulk (in As'ad: 2004), this theory is based on the assumption that people are motivated by the desire to be treated fairly in work, which basically means people get job satisfaction. is the one who gets justice. This is also supported by research conducted by Damar Teja Sukmana, et al (2018) with the research title The Influence of Leadership and Integrity on the Performance of Police Officers Through Job Satisfaction as an Intervening Variable, where the research results show that leadership through job satisfaction has a positive and significant effect on performance.

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

Organizational Commitment greatly influences Performance, especially if there is Job Satisfaction first. This is supported by the theory from Pritanadhira (2019) explaining Allen and Meyer's theory of organizational commitment which considers commitment as the desire to maintain membership in an organization as an obligation. Apart from that, commitment is also related to the internalization process of results related to organizational

culture. Based on Allen and Meyer's theory, reviewing the dimensions of organizational commitment, namely the desire of employees to maintain their membership in an organization because of their emotional connection within an organization, the desire of employees to remain as members of the organization because of the obligation to obey, and the desire of employees to maintain membership in an organization because they consider the advantages of staying and the disadvantages of moving. And the Equity Theory (Justice Theory) put forward by Wexley and Yulk (in As'ad: 2004), this theory is based on the assumption that people are motivated by the desire to be treated fairly in work, which basically means that people who get job satisfaction are people who get justice. This is also supported by research conducted by Riris Anggun Cahyani, et al (2020) with the research title The Effect of Organizational Commitment and Job Satisfaction on Employee Performance (Study at the Regional Drinking Water Company (PDAM) of Salatiga City) with research results showing that commitment organization through job satisfaction has a significant effect on performance.

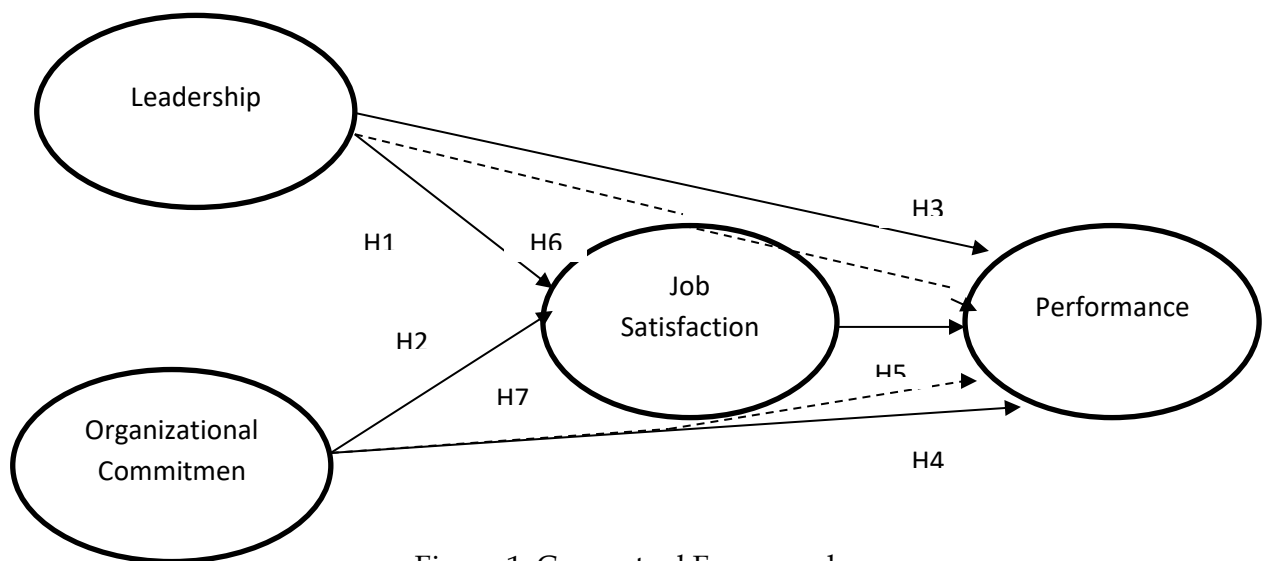


Figure 1: Conceptual Framework

**Hypothesis:**

- H1: Leadership has a positive and significant effect on job satisfaction.
- H2: Organizational Commitment has a positive and significant effect on Job Satisfaction.
- H3: Leadership has a significant positive effect on performance.
- H4: Organizational Commitment has a significant positive effect on Performance.
- H5: Job satisfaction has a significant positive effect on performance.

- H6: Leadership through Job Satisfaction has a positive and significant effect on Performance.
- H7: Organizational Commitment through Job Satisfaction has a positive and significant effect on Performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

The research results provide evidence that leadership has a positive and significant effect on job satisfaction, organizational commitment has a positive and not significant effect on job satisfaction, leadership has a positive and significant effect on performance, organizational commitment has a positive and not significant effect on performance, job satisfaction has a positive and significant effect on performance, leadership has a positive and significant effect on performance through job satisfaction, organizational commitment has a positive and insignificant effect on performance through job satisfaction.

## **FURTHER STUDY**

Suggestions for further research should consider adding moderating or mediating variables to deepen the analysis. Such variables may provide further insight into how the relationships between leadership, organizational commitment, job satisfaction, and performance may be influenced or moderated by certain factors.

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