



Jurnal Terapan Manajemen dan Bisnis is licensed under
A Creative Commons Attribution-NonCommercial 4.0 International License.

ANALYSIS OF THE EFFECT OF LEADERSHIP, WORKLOAD AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT OFFICES OF BAPPEDA AND LITBANG OFFICES, BULUNGAN REGENCY, NORTH KALIMATAN

Kaharuddin¹, Ana Sriekaningsih², Tri Darmayanti³

¹ Universitas Terbuka, Indonesia
E-mail: kahar19801177@gmail.com

² STIE Bulungan Tarakan, Indonesia
E-mail: sriekaningsih.ana@gmail.com

³ Universitas Terbuka, Indonesia
E-mail: yanti@ecampus.ut.ac.id

Abstract

The purpose of this study was to examine and analyze influence leadership on employee job satisfaction, the effect of workload on employee job satisfaction, the influence leadership on employee organizational commitment, the effect of workload on employee organizational commitment and the effect of job satisfaction on organizational commitment of *Bappeda and Litbang* office employees, Bulungan Regency.

The population in this study were all employees at the Department of Bappeda and R & D, Bulungan Regency, North Kalimantan, totaling 38 employees and the sample of this study was 38 employees. The analytical technique used in this research is path analysis with the help of SmartPLS software.

The results showed that the leadership variable had a positive and significant effect on job satisfaction at the Department of *Bappeda and Litbang*, Bulungan Regency, North Kalimantan. The workload variable has a positive and significant effect on job satisfaction at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan. The leadership variable has a positive and significant effect on organizational commitment in the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan. The workload variable has a positive and significant effect on organizational commitment in the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan. The job satisfaction variable does not have a significant effect on organizational commitment at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan.

Keywords: leadership; workload; job satisfaction; organizational commitment

Introduction

Human resource management as the utilization of human resources in the organization which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations. Human

resources play an important role to improve organizational performance. Organizational performance will be achieved in accordance with the vision, mission and goals if employees have reliable organizational commitment. Mathis & Jackson (2006: 122) organizational commitment is the degree to which employees believe and accept organizational goals, and desire to stay with or leave the company which is ultimately reflected in absenteeism and employee turnover.

To improve the performance in the Department of *Bappeda and Litbang* of Bulungan Regency, a commitment from employees is needed. Good commitment from the staff of the *Bappeda and Litbang* offices of Bulungan Regency needs to be increased, so that this agency is able to achieve the planned goals. To increase organizational commitment, there are several factors that are predicted to have an influence on increasing employee work commitment, namely the leadership in the service, the workload experienced by the employee and the perceived job satisfaction of the employee.

Leadership has an important role in mobilizing the potential of the *Bappeda and Litbang* offices of Bulungan Regency in achieving its goals. Thoah (2010:9) leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups. Leadership is one of the most important factors in an organization because most of the success and failure of an organization is determined by the leadership in the organization. Leadership has a direct impact on organizational commitment, this can mean that the better the leadership in the Department of *Bappeda and Litbang* of Bulungan Regency, the higher employee commitment will be.

The second factor is the workload that employees have in carrying out their duties in accordance with their authority. Moekijat (2010:28) workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a certain section. The amount of work that must be completed by a group or person in a certain time or workload can be seen from an objective and subjective point of view. Workload does not only affect employee performance. The workload of employees can also affect employee commitment to the organization.

Organizational commitment is also influenced by the level of employee satisfaction at work. According to Robbins (2007: 184), job satisfaction is the general attitude of an individual person towards his work. Job satisfaction has a significant positive effect on organizational commitment. This shows that the better job satisfaction felt by employees, the higher the organizational commitment, and vice versa if employees feel dissatisfied it will reduce their commitment to the company. The leader's behavior directly affects the group's effectiveness, the leader can adapt his leadership style to influence others effectively. The role of leaders can affect morale and job satisfaction, security, quality of work life, and levels of organizational performance. Leaders who are able to apply the right leadership, employees will feel satisfied which in the end is able to improve their performance in a more productive direction. This is in line with research conducted by Suprpto, et al (2015), Astuti and Iverizkinawati (2019) which states that leadership has a significant and positive effect on job satisfaction.

H1: variable Leadership has an effect on job satisfaction of *Bappeda and Litbang* Agency employees of Bulungan Regency.

Workload as the volume of work or a record of the results of work that can show the volume produced by a number of employees in a certain section. The amount of work that must be completed by a group or person in a certain time (or workload) can be viewed from both objective and subjective perspectives. Objectively, workload is seen as the total time

used or the number of activities carried out to complete a job. While the workload is subjectively related to the size used by a person on statements about feelings of work overload, a measure of work pressure and job satisfaction. Thus, it can be concluded that workload refers to how much energy, time, and thought a worker must devote to completing the tasks for which he is responsible. This is in line with research conducted by Wijaya (2018), Nugraha & Suherna (2019) which states that workload has a significant and positive effect on job satisfaction.

H2: Workload affects variable job satisfaction of *Bappeda and Litbang* Agency employees of Bulungan Regency.

Leadership style indirectly affects organizational commitment with a mediating role, namely job satisfaction. Job satisfaction can be increased through attention and good relationships from the leadership and subordinates, so that employees will feel that they are an important part of the organization. Job satisfaction is the first aspect that is achieved before an employee has organizational commitment, so employees who have job satisfaction will strengthen the influence of leadership on organizational commitment. This is in line with research by Zuraida (2013), Suryanto and Prihatiningsih (2016), Suciono (2016), Darmawan and Putri (2017), Sari, et al (2017), which state that leadership has a significant and positive effect on organizational commitment.

H3: variable leadership has an effect on the organizational commitment of the *Bappeda and Litbang* Agency employees of Bulungan Regency.

Workload does not only affect employee performance. Workload owned by employees can also affect employee commitment to the organization. Fitriyana et al., (2016) stated that when employees feel a high workload, this will have an impact on the lack of ties to the employee's organizational commitment.

This is supported by the results of research from Erat et al., (2017) which suggests a negative impact of workload on emotional commitment. The study found that emotional commitment decreased as workload increased. The results of this study are similar to Fitriyana et al., (2016) which shows that there is a negative relationship between workload and organizational commitment, while the findings of Arifin et al., (2016) suggest that workload has a positive and significant impact on organizational commitment. However, Azeez's research (2014) says that it is different, namely that there is no influence of workload with organizational commitment of bank employees. This is in line with research conducted by Zuraida (2013), Juniati (2018), Aziz (2018), Utami, et al (2019), which states that workload has a significant and positive effect on organizational commitment.

H4: variable workload affects the organizational commitment of the *Bappeda and Litbang* Agency employees of Bulungan Regency.

Job satisfaction has a significant positive effect on organizational commitment. This shows that the better job satisfaction felt by employees, the higher the organizational commitment, and vice versa if employees feel dissatisfied it will reduce their commitment to the company. Job satisfaction as measured by workload, salary, promotion, supervisor and co-workers shows that it has been managed properly so that it contributes to organizational commitment. Based on employee assessments, managers who are willing to listen to every suggestion, colleagues who always put common interests and opportunities for employees to be promoted will be able to increase job satisfaction. In addition, the company has provided fair salaries to all employees so as to foster employee confidence to remain loyal to the

company. This is in line with research conducted by Zuraida (2013), Darmawan and Putri (2017), Sari, et al. (2017), that job satisfaction has a significant and positive effect on organizational commitment

H5: Job satisfaction variable affects the organizational commitment of service employees *Bappeda and Litbang* of Bulungan Regency.

Research Methods

Research approach *explanatory* by collecting data with a *cross sectional study*. The data collection method used in this study is a survey method. This research is also confirmatory, because this research was conducted to test the theoretical and empirical research conceptual models. The type of data used in this study is primary data which was collected and processed by the researcher directly from the respondents who came from distributing questionnaires filled out by employees of the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan.

The population in this study were all employees at the Department of Bappeda and R & D, Bulungan Regency, North Kalimantan, totaling 38 employees. The technique of taking *census sampling* is that the number of research samples is the same as the total population. The data analysis methods used in this research are descriptive analysis and inferential statistics with SmartPLS.

Result and Discussion

Based on the *Q-square predictive relevance* it is known that *the goodness of fit of the PLS* model of each^{Job} endogenous R2 variable in this study is as follows:

Table 1. R-Square value of R2

Variable	R2
Job satisfaction	0.883
Organizational commitment	0.775

Source: primary data processed by the author, 2021.

can be made *Q-square predictive relevance* as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0.883) (1 - 0.775) \\
 &= 0.973
 \end{aligned}$$

The calculation results show a *predictive relevance* of 0.973 or 97.3%, so the model is very feasible and has a very relevant predictive value. The *predictive relevance* of 97.3% indicates that the diversity of the data that can be explained by the model is 97.3% or in other words, the information contained in the 97.3% data can be explained by the model. While the remaining 2.7% is explained by other variables (which have not been contained in the model). These results say that the SmartPLS model formed is very good, because it can explain 97.3% of the overall information, so it is very feasible to be interpreted. Testing *the inner model* or structural model as testing the hypothesis of this research.

Table 2. Direct Effects Between Research

Constructs	Effect	Statistics (t)	Critical	Description
Leadership to Job Satisfaction	0,384	13,490	1,96	Significant
Workload to Job Satisfaction	0,597	20,959	1,96	Significant
Leadership to Organizational Commitment	0,204	2,655	1,96	Significant
Workload to Organizational commitment	0,663	8,299	1,96	Significant
Job Satisfaction to Organizational commitment	0,043	0,583	1,96	Not Significant

Sources: primary data processed by the author, 2021.

Analysis of the *indirect effect (standardz indirect effect)* on variables aims to see, know the function or role of the intervening variable, whether it can mediate the relationship (influence) between variables. The following is an explanation of direct, indirect and total influence:

Table 3. Indirect Effect and Total Effect

Variables Correlation	Effect		
	Direct	Indirect	Total
Leadership to Organizational Commitment	0,204		
Leadership to Job Satisfaction	0,384	$0,384 \times 0,043 =$	
Job satisfaction to Organizational Commitment	0,043	0,016	
Leadership to Job Satisfaction to Organizational Commitment			0,221
Workload to Organizational Commitment	0,663		
Workload to Job Satisfaction	0,597	$0,597 \times 0,043 =$	
Job satisfaction to Organizational Commitment	0,043	0,026	
Workload to Job satisfaction to Organizational Commitment			0,689

Source: primary data processed by the author, 2021.

Table above shows that variable *intervening* between leadership and organizational commitment at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan. This is because the total effect of 0.221 is greater than the direct effect of 0.204. The results of this study indicate that job satisfaction as an *intervening* between workload and organizational commitment at the Department of *Bappeda and Litbang*, Bulungan Regency, North Kalimantan. This is due to the total effect of 0.689, the value is greater than the direct effect of 0.663

The correlation of leadership on job satisfaction. . The value of $T_{\text{statistic}}$ is greater than T_{table} (1.960). These results mean that leadership has a positive and significant effect on job satisfaction, meaning that the first hypothesis in this study is accepted. The results of this study indicate that the leader's behavior directly affects the effectiveness of the work in the service. In addition, leaders can adapt their leadership style to influence others effectively. The role of leaders can affect morale and job satisfaction, security, quality of work life, and levels of organizational performance. Leaders who are able to apply the right leadership, employees will feel satisfied which in the end is able to improve their performance in a more productive direction. The results of this study support the research conducted by Suprpto, et al (2015), Astuti and Iverizkinawati (2019) which states that leadership has a significant and positive effect on job satisfaction.

Effect of Workload on Job Satisfaction

Based on statistical calculations to test the effect of workload on job satisfaction, the path coefficient value is 0.597 with a $T_{\text{statistic}}$ of 20.959. The value of $T_{\text{statistic}}$ is greater than T_{table}

(1.960). These results mean that workload has a positive and significant effect on job satisfaction, meaning that the second hypothesis in this study is accepted. This provides information that the workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a certain section. The amount of work that must be completed by a group or person in a certain time (or workload) can be viewed from both objective and subjective perspectives. Objectively, workload is seen as the total time used or the number of activities carried out to complete a job. While the workload is subjectively related to the size used by a person on statements about feelings of work overload, a measure of work pressure and job satisfaction. Thus, it can be concluded that workload refers to how much energy, time, and thought a worker must devote to completing the tasks for which he is responsible. The results of this study support research conducted by Wijaya (2018), Nugraha & Suherna (2019) which states that workload has a significant and positive effect on job satisfaction. This means that the ideal workload arrangement will make employees feel comfortable working, so that job satisfaction will arise with a normal workload.

The Effect of Leadership on Organizational Commitment

Based on statistical calculations to test the effect of the leadership variable on organizational commitment, it shows the path coefficient value of 0.204 with $t_{\text{statistic}}$. The value of $T_{\text{statistic}}$ is greater than T_{table} (1.960). This result means that leadership has a positive and significant influence on organizational commitment, meaning that the third hypothesis in this study is accepted. This study also provides information that leadership style indirectly affects organizational commitment with a mediating role, namely job satisfaction. Job satisfaction can be increased through attention and good relationships from the leadership and subordinates, so that employees will feel that they are an important part of the organization. Job satisfaction is the first aspect that is achieved before an employee has organizational commitment, so employees who have job satisfaction will strengthen the influence of leadership on organizational commitment. The results of this study support the research of Zuraida (2013), Suryanto and Prihatiningsih (2016), Suciono (2016), Darmawan and Putri (2017), Sari, et al (2017), which state that leadership has a significant and positive effect on organizational commitment.

Effect of Workload on Organizational Commitment

Based on statistical calculations to test the effect of workload on organizational commitment, it shows the path coefficient value of 0.663 with $t_{\text{statistic}}$ of 8.299. The value of $T_{\text{statistic}}$ is greater than T_{table} (1.960). These results mean that workload has a positive and significant effect on organizational commitment, meaning that the fourth hypothesis in this study is accepted. Workload does not only affect employee performance. Workload owned by employees can also affect employee commitment to the organization. Fitriyana et al., (2016) stated that when employees feel a high workload, this will have an impact on the lack of ties to the employee's organizational commitment. The results of this study support research from Erat et al., (2017) which suggests a negative impact of workload on emotional commitment. The study found that emotional commitment decreased as workload increased. The results of this study are similar to Fitriyana et al., (2016) which shows that there is a negative relationship between workload and organizational commitment, while the findings of Arifin et al., (2016) suggest that workload has a positive and significant impact on organizational commitment. However, Azeez's research (2014) says that it is different, namely that there is no influence of workload with organizational commitment of bank employees. This is in line

with research conducted by Zuraida (2013), Juniati (2018), Aziz (2018), Utami, et al (2019), which states that workload has a significant and positive effect on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

Based on statistical calculations to examine the effect of the variable job satisfaction on organizational commitment, it shows the path coefficient value of 0.043 with a statistical of 0.583. The value of $T_{\text{statistic}}$ is smaller than T_{table} (1.960). These results mean that job satisfaction has no significant effect on organizational commitment, meaning that the fifth hypothesis in this study is rejected.

The results of this study are different from previous research conducted by Zuraida (2013), Darmawan and Putri (2017), Sari, et al. (2017), that job satisfaction has a significant and positive effect on organizational commitment. Job satisfaction has a significant positive effect on organizational commitment. This shows that the better job satisfaction felt by employees, the higher the organizational commitment, and vice versa if employees feel dissatisfied it will reduce their commitment to the company. Job satisfaction as measured by workload, salary, promotion, supervisor and co-workers shows that it has been managed well so that it contributes to organizational commitment. Based on employee assessments, managers who are willing to listen to every suggestion, colleagues who always put common interests and opportunities for employees to be promoted will be able to increase job satisfaction. In addition, the company has provided fair salaries to all employees so as to foster employee confidence to remain loyal to the company.

Conclusion

Based on the description of the research results and the discussion in the previous chapter, the following conclusions can be drawn:

1. The leadership variable has a positive and significant effect on job satisfaction at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan
2. The workload variable significant effect on job satisfaction at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan
3. The leadership variable has a positive and significant influence on organizational commitment at the *Bappeda and Litbang* Office of Bulungan Regency, North Kalimantan
4. The workload variable has a positive and significant influence on organizational commitment at the Bappeda Office and Research and Development in Bulungan Regency, North Kalimantan
5. Job satisfaction variable does not have a significant effect on organizational commitment at the Bappeda and R & D Agency in Bulungan Regency, North Kalimantan.

References

- Astuti, R & Iverizkinawati. (2019). Pengaruh Kepemimpinan dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT. Sarana Agro Nusantara Medan. *Jurnal Ilman*. Vol. 6, No. 1, hlm. 26-41.
- Aziz, M.F. (2018) Hubungan Antara Beban Kerja Dengan Komitmen Organisasi. *Publikasi Ilmiah*. Program Studi Psikologi Fakultas Psikologi Universitas Muhammadiyah Surakarta.

- Darmawan, A & Putri, M.A. (2017). Pengaruh Gaya Kepemimpinan terhadap Komitmen Organisasi Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Akuntabilitas: Jurnal Ilmu Akuntansi*. Volume 10 (1), hlm. 1-18
- Juniati F.S. (2018). Pengaruh Beban Kerja terhadap Kinerja Karyawan Melalui Komitmen Organisasi sebagai Variabel Intervening Studi Kasus Pada PT Sinar Sosro KPB Mojokerto. *Jurnal Ilmu Manajemen* Volume 6 Nomor 3. Hlm. 148-156
- Mathis, R.L & Jackson, J.H, (2006). *Manajemen Sumber Daya Manusia*. Jakarta : Salemba Empat.
- Moeikijat, (2010). *Sumber Daya Manusia*. Bandung : CV. Mandar Maju
- Nugraha, F & Suhera. (2019). Pengaruh Beban Kerja dan Komunikasi terhadap Kepuasan Kerja melalui Mediasi Stres Kerja dan Hubungan Rekan Kerja (Studi Pada Karyawan Bank BJB KCU Rangkasbitung). *Jurnal Riset Bisnis dan Manajemen Tirtayasa (JRBMT)*, Vol. 3 (1). hlm. 37-52.
- Robbins SP & Judge. (2007). *Perilaku Organisasi*, Salemba Empat, Jakarta
- Sari, KAY., Wayan Gede Supartha & I Gede Riana. (2017). Pengaruh Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional (Studi di Perusahaan Daerah Pasar Kota Denpasar). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 6.1 (2017): 1-28
- Suciono, A (2016). Pengaruh Kepemimpinan terhadap Komitmen Organisasi yang Berdampak pada Disiplin Kerja Karyawan. *Jurnal Ilmu Manajemen* Volume 4 Nomor 2. Hlm. 1-8.
- Suprpta, M., Sintaasih, D.K & Riana, I.G. (2015). Pengaruh Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi Pada Wake Bali Art Market Kuta-Bali). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*. No. 4. Vol. 06. hlm. 430-442
- Suryanto, D & Prihatiningsih, W. (2016). Pengaruh Gaya Kepemimpinan terhadap Komitmen Organisasi Karyawan UKM di Wilayah Depok Jawa Barat. *Jurnal Vokasi Indonesia*. Volume 4. Nomor 1, hlm. 20-34.
- Thoha, M. (2010). *Perilaku Organisasi*. Penerbit : Rineka Jakarta.
- Utami, H.N., Tri Wulida Afrianty & Rahma Wulan Sari. (2019). Beban Kerja dan Pengaruhnya terhadap Komitmen Organisasional dengan Stres Kerja sebagai Variabel *Intervening*. *Jurnal Bisnis Terapan*. Vol. 3 No. 2.. hlm. 153-166
- Wijaya, A. (2018). Pengaruh Beban Kerja terhadap Kepuasan Kerja dengan Stres Kerja sebagai Variabel Mediasi Pada Pekerja di Hotel Maxone di Kota Malang. *Parsimonia*. Vol. 4 No. 3. hlm 278-288.
- Yamin, M & Maisah. (2010). *Standarisasi Kinerja Guru*. Jakarta: Persada. Press
- Zuraida, L., Novitasari, D & Sudarman, A. (2013). Pengaruh Kepemimpinan, Tuntutan Tugas, Beban Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional Pada Pegawai PDAM Kota Magelang. *EKBISI*, Vol. VII, No. 2, Juni 2013, hal. 245 – 261.