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## The Effect of Leadership Style and Employee Satisfaction on Employee Commitment of UMM Hospital Malang

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### **Abstract**

*This study aims to analyze the effect of job satisfaction and leadership style on the organizational commitment of employees at Muhammadiyah University Malang hospitals. This type of research is causal research, while data collection techniques are through questionnaires. The sampling technique uses the Probability Sampling technique, with 70 respondents. The analytical tool used is the Scale Range and Multiple Linear Regression. The results of the analysis note that the leadership style in the good category, job satisfaction in the category satisfaction, and organizational commitment in the high category. Leadership style has a positive and significant effect on organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment. Situational leadership style and job satisfaction have a positive and significant effect on organizational commitment, this means that if the situational leadership style is getting better and job satisfaction is more satisfied, the organizational commitment of employees will be high.*

**Keywords:** *leadership style; job satisfaction; organizational commitment*

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan gaya kepemimpinan terhadap komitmen organisasi karyawan di RSUD Universitas Muhammadiyah Malang. Jenis penelitian yang digunakan adalah penelitian kausal, sedangkan teknik pengumpulan datanya melalui kuesioner. Teknik pengambilan sampel menggunakan teknik Probability Sampling, dengan 70 responden. Alat analisis yang digunakan adalah Scale Range dan Multiple Linear Regression. Hasil analisis diketahui bahwa gaya kepemimpinan dalam kategori baik, kepuasan kerja dalam kategori kepuasan dan komitmen organisasi dalam kategori tinggi. Gaya kepemimpinan berpengaruh positif dan signifikan terhadap komitmen organisasi. Kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi. Gaya kepemimpinan situasional dan kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi, artinya jika gaya kepemimpinan situasional semakin baik dan kepuasan kerja semakin puas maka komitmen organisasi karyawan akan semakin tinggi.

**Kata kunci:** gaya kepemimpinan, kepuasan kerja, organisasi komitmen

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## INTRODUCTION

Human Resources are a group of people who work together to achieve certain goals or objectives that have been agreed upon by the owner or leader of the organization as the final decision-maker. According to Hasibuan (2009), an organization is a formal union system of two or more people who work together to achieve certain goals. Therefore it is necessary to have cooperation and interaction between groups of people who build together to achieve the goals of the organization, therefore it is very important to pay attention to human resources in this case at the hospital. The key to the success of managing an organization is the emotional commitment of employees to the organization. Employee engagement is different from employee satisfaction. (Tladinyane & Van der Merwe, 2016). Luthan (2006) states organizational commitment as a strong desire to remain as a member of a certain organization, the desire to strive according to the wishes of the organization, and certain beliefs and acceptance of the organizational values and goals of the organization. Mathis and Jackson (2006: 100) there is one leadership style that is very interesting to study, namely the situational leadership style developed by Hersey and Blanchard (1982). Because leaders with this leadership style always adapt to the maturity of their subordinates and their work environment. The situational approach focuses on the characteristics of subordinates' maturity as a key situation that determines the effectiveness of a leader's behavior. Organizational commitment is built on the trust of organizational members. Therefore, organizational commitment will create a sense of belonging (sense of belonging) for employees of the company. Job satisfaction can be influenced by several factors, Luthans et al (2006) stated that what greatly affects job satisfaction can be used as a job descriptive index (JDI) which consists of payments such as salaries, work itself, job promotion, supervision (supervision), and relationships. co-workers. With the acceptance of this treatment by the employee, a feeling of satisfaction will arise which in turn will arise an attitude of commitment to the employee to the organization. To find out whether the employee is satisfied with the work done. Based on the results of observations and interviews through data obtained from HRD and the field of training at the University of Muhammadiyah Malang Hospital.

The leadership style applied in the Muhammadiyah University Hospital in Malang, official sources at the Hospital state that the model and leadership style applied differs according to the principles of leadership in each field in the Malang Muhammadiyah University Hospital, if there is a change of leadership then the leadership style will change. based on preliminary observations it was found that during the period 2016 - 2019 there were employees who left or resigned from the hospital. The number of employees who left and entered for 4 years at the UMM Hospital from 2016 to 2017 was classified as high. In 2018 and 2019 it has decreased. According to Gillies in Muliana (2013: 4), the turnover rate in a hospital normally ranges from 5-10% per year, it is said to be high if the turnover rate is more than 10% per year. Even though there is a decrease in the number of employees who leave, there is still check lock data showing that the level of tardiness and employee absence is one of the problems faced by the University of Muhammadiyah Malang Hospital, besides affecting.

Hospital activities, this indiscipline will also affect employee performance in terms So the researchers are interested in examining the phenomenon of organizational commitment, job satisfaction, and leadership style of non-medical employees at the University of Muhammadiyah Malang Hospital. Therefore, the topic raised in this study was 'The Influence of Leadership Style and Job Satisfaction on Organizational Commitment of Non-medical Employees at UMM Hospital. Employees who arrive late affect workplace discipline such as not using attributes or clothes following the provisions, this will affect between employees and the organization which affects the loyalty and pride that employees have

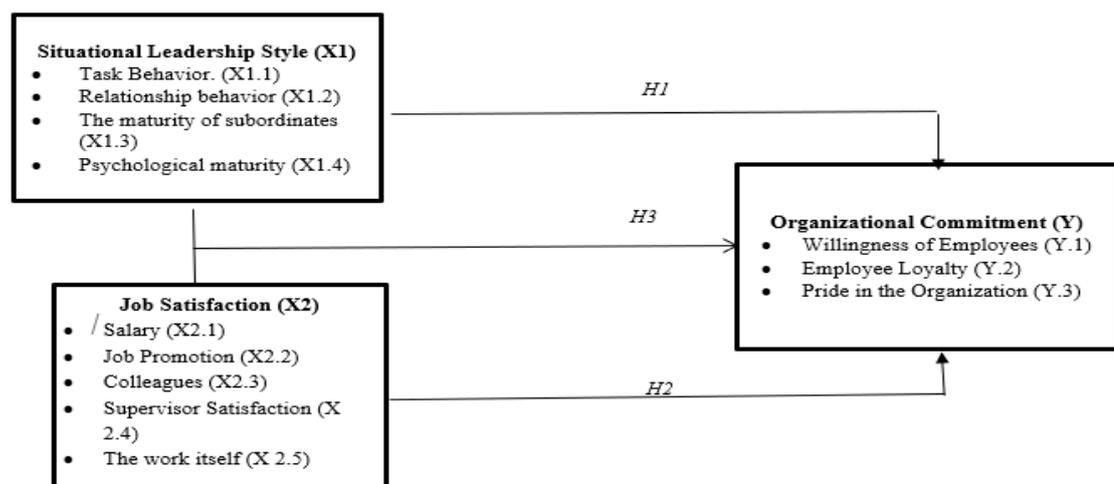
in the organization because of the environment and co-workers who trigger it to influence unwillingness to survive and achieve organizational goals. So the researchers are interested in examining the phenomenon of organizational commitment, job satisfaction, and leadership style of non-medical employees at the University of Muhammadiyah Malang Hospital.

## LITERATURE REVIEW

Organizational commitment is an attitude of loyalty carried out by employees to the organization on an ongoing basis, where members of the organization express their concern and pleasure for the organization. The indicators are (1) the willingness of employees is the desire of employees to strive for the achievement of organizational interests, (2) employee loyalty is a desire to maintain its membership to continue to be a part of the organization, and (3) employee pride is a feeling of pride in an employee for being part of the organization and feeling that the organization has become a part of his life.

Situational leadership style is a method of acting leaders in certain situations that are influenced by their behavioral abilities to control, direct, optimize and delegate tasks to subordinates to achieve common goals. Indicators of situational leadership are (1) duty behavior, the leader always tries to make his subordinates carry out the task following his wishes, (2) relationship behavior, the leader always provides motivation, involves employees in making decisions, creates friendship and mutual respect, (3) maturity under the ability and willingness of employees to do something, this is related to knowledge and skills, employees who have maturity in their work, namely the ability and willingness to carry out work, and (4) worker maturity, the strength that is in a person in carrying out his job.

Satisfaction is a pleasant or unpleasant emotional state for employees looking at their work. The indicators are (1) satisfaction with salary, (2) job promotion satisfaction, which is an opportunity to increase position or get a higher position, (3) coworker satisfaction, is a feeling of satisfaction with colleagues who can assist in solving, (4) profession, and (5) satisfaction with superiors is a feeling of supervision depending on the superior's ability to provide technical assistance and motivation. Judging from the types of variable relationships previously described, the following is a research framework.



**Figure 1.** Research Framework

H1: Leadership style has a significant effect on organizational commitment on UMM hospital staff Malang

H2. Job satisfaction has a significant effect on organizational commitment on UMM hospital staffs Malang

H3. leadership style and job satisfaction affect the organizational commitment of UMM hospital staff Malang.

## RESEARCH METHOD

This study used quantitative research methods numbered as many as 140 people. The sampling technique used is Probability Sampling (sampling based on the probability of each element). by providing the same probability or opportunity to each element of the population selected as a sample by randomly selecting the sample. In this study, the number of samples taken was 55% of 140 non-medical employees of the Muhammadiyah University of Malang, amounting to 98 non-medical employees of the UMM Hospital, but due to employees taking time off and absent employees, the sample obtained was 70 respondents. with the following data. Data analysis techniques used there are the first two descriptive analyses as measured by specific assessment scale range. And the second using multiple linear regression which includes validity, reliability, classic assumption test, the coefficient of determination, hypothesis testing (t-test and f).

## RESULTS AND DISCUSSION

All items are valid, where the correlation coefficient is greater than 0.232. With a total sample of 70 people and alpha 0.05. This means that each valid item can be used to measure the variables of situational leadership style, job satisfaction, and organizational commitment. Leadership style, job satisfaction, and organizational commitment can be relied on (reliable) and can be used in the next step.

**Table 1.** Reliability test

Variables	Alpha Coefficient	Decision
Leadership Style	0.764	Reliable
Job Satisfaction	0.705	Reliable
Organizational Commitment	0.771	Reliable

**Table 2.** Multiple regression Analysis

Variables	Coefficient Regression	Standard Error	T-test	Significance
Leadership Style	0.328	0.028	11.843	0.000
Job Satisfaction	0.300	0.094	3.206	0.002
Constant	-3.383			
R <sup>2</sup>	0.709			
Multiple R	0.842			

It can be concluded that situational leadership has a significant influence on organizational commitment. This means that if the relationship behavior, job behavior, job maturity, and psychological maturity are getting better, the organizational commitment will be higher. It shows the effect of job

satisfaction on organizational commitment. This means that if the employee is more satisfied with the salary, the promotion provided by the company, the more satisfied the coworker is, the more satisfied the job challenge is, the higher the organizational commitment will be.

Based on the calculation of the scale range, it can be seen that the average total score or value of the Situational Leadership Style variable which is 285.4 is in a good category, in the sense that the leader assigns tasks to subordinates following the position in the organizational structure set by the company, provides direction and supervision to subordinates' duties. Leaders provide opportunities for subordinates to express matters related to work carried out by paying attention to the aspirations of subordinates, employees understand and live the requirements that must be met before carrying out work with a high level of skill and understanding of the job.

Job satisfaction consists of feelings about salary, feelings about work, feelings about promotion opportunities, satisfaction with colleagues, feelings about supervision in the satisfied category. This means that the salary/wages provided by the company make employees quite satisfied and calm at work, happy with the work provided by the company, satisfied with the opportunity given to all employees to occupy higher positions, and being satisfied with the supervision that has been carried out by the company. Employees have a high emotional attachment to the UMM Hospital, have the willingness and can accept the consequences of every job carried out, have a strong will to stay and work at UMM Hospital even though there are job offers in other better places, have the willingness to stay and working at UMM Hospital with the fulfillment of needs and a strong desire to work, having high loyalty and being able to accept the consequences if something happens to UMM Hospital.

## CONCLUSION

Based on the results of the research and discussion that has been done, it can be concluded that the leadership style is in a good category, job satisfaction is in the satisfied category and the employee's organizational commitment is in the high category. Leadership style has a positive and significant effect on organizational commitment, this means that if the situational leadership style in the form of task behavior, relationship behavior, job maturity, and psychological maturity is getting better, the organizational commitment will be high. Job satisfaction has a positive and significant effect on organizational commitment, this is This means that if employees are more satisfied with their salary, the more satisfied they are with the Job Promotion, the more satisfied they are with their colleagues, the more satisfied they are with their superiors, the more satisfied they are with the work, the higher the organizational commitment will be. Situational leadership style and job satisfaction have a positive and significant effect on organizational commitment, this means that if the situational leadership style is getting better and job satisfaction is more satisfied, the employee organizational commitment will be high.

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