
**MODEL OF JOB SATISFACTION AND ITS IMPLICATIONS ON
ORGANIZATIONAL COMMITMENT**

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Abstract

The purpose of this study is to determine the influence of Leadership Style and Organizational Climate on Job Satisfaction And Its Implications To Organizational Commitment To Employees Of PT. Garda Trimitra Utama East Jakarta.

The research method used cluster sampling method. Methods of data analysis are- descriptive, quantitative and explanatory analysis with a population of 273 employees spread across several cities in Jakarta, West Java, and Banten at PT. Garda Trimitra Utama and sample size as much as 203 respondents. Data analysis method used in this research is Structural Equation Modeling (SEM) with Lisrel 8.70 program.

Based on the results of research, the findings are as follows: simultaneously or simultaneously variable Leadership Style and Climate Organizations have a positive and significant impact on Job Satisfaction at PT. Garda Trimitra Utama East Jakarta with R2 values of 73%. Simultaneously or simultaneously variables Leadership Style, Organizational Climate and Job Satisfaction have positive and significant impact on Organizational Commitment to employees of PT. Garda Trimitra Utama East Jakarta with R2 values of 78%. Partially Climate Organization has the most positive and significant positive influence on Job Satisfaction. Partially Job Satisfaction has the most positive and significant positive impact on Organizational Commitment. Job Satisfaction is a positive mediation or correlation variable for Career Development and Work Motivation variables.

The results of this study illustrate that Job Satisfaction at PT. Garda Trimitra Utama East Jakarta is influenced by variables of Leadership Style and Organizational Climate. While Organizational Commitment to employees of PT. Garda Trimitra Utama East Jakarta can be improved on Job Satisfaction variables, this is because Job Satisfaction variable in this research is a positive intervening or relationship variable for Leadership and Climate Organizational Style.

Keywords: Leadership Style, Organizational Climate, Job Satisfaction and Organizational Commitment.

I. INTRODUCTION

Employees are an asset to every company. Without an employee an organization / company can not operate. Therefore, given that employees are key in the organization, HR always strives to keep employees committed to the deal ever made to the company. Commitment in question is not just performing tasks such as what are listed in the job description, but more than that is involved in the overall organization / company.

organizational commitment according to Mowday in Sopiah (2008: 155) states that organizational commitment is a behavioral dimension that can be used to assess employee inclination ie identification and involvement of someone who is relatively strong to the organization. Organizational commitment is the desire for members of the organization to maintain its membership in the organization and willing to strive for the achievement of organizational goals.

Today, organizational commitment plays an important role in maintaining the integrity of the organization / company. Too often companies experience turn over certainly not good at improving the company's performance. In addition, various kinds of disciplinary action such as coming not on time, leaving the task and not entering for reasons that are not clear can also make the company difficult to grow. In addition, note that companies that can survive and compete are a company that can maintain its performance, even increase it.

PT. Garda Trimitra Utama is a company engaged in the deployment of outsourcing employees. The company was established in 2010. The company is located at Jalan Raya Centek No. 2A. The company is engaged in outsourcing with the number of employees ranging from 422 scattered in Java Island. In this company, the existing workers consist of various jobs, ranging from security officers (security guards), drivers, codriver. These workers are provided with job training as the company.

The phenomenon that occurred in PT. Garda Trimitra Utama, as expressed by Simon Lian, as chairman of the company, which is still a lot of disciplinary action undertaken by workers. Some things related to the action are coming to work late, leaving the assignment and there are some employees that skipped work (not coming to work for no apparent reason). In addition, it is also disclosed that every year there is a fixed number of employees in and out. If it is in accordance with the agreement it does not make a problem, but the problem is the contract has not been exhausted, the employee is gone or the incumbent issued by the company.

The following will be submitted data onto things that have been disclosed above, ie data from employee turnover PT. Trimitra Utama Guard in 2016 for Driver and cabdriver Depo Tambun, Sumedang, Tangerang, Karawang, Jatiasih and Bekasi (182 Workers as of December 2015).

While the employment period of PT. Trimitra Utama Guard in 2016 for Driver and Cabdriver of Depo Tambun, Sumedang, Tangerang, Karawang, Jatiasih and Bekasi (204 Workers as of December 2016).

From the table above is shown as many as 78 outgoing employees and 100 Employees entered in 2016. The data covers the driver and co driver of Depo Tambun, Sumedang, Tangerang, Karawang, Jatiasih and Bekasi which will be a sample in this study.

From the data, combined with the formula,

$$\text{Turnover} = \frac{\sum \text{Outgoing employees}}{(\text{Early employees} - \text{End employee})/2} \times 100\%$$

Then the turnover of PT. The Trimitra Utama Guard is as follows

$$\text{Turnover} = \frac{\sum \text{Outgoing employees}}{\dots} \times 100\%$$

(Early employees - End employee)

78

$$\text{Turnover} = \frac{78}{(182 + 204)/2} \times 100\%$$

Turnover = 40.41 %

With a turnover rate of 40.41% can be interpreted that the employee turnover rate of Trimitra Karya Utama is quite high. There are many factors that affect it and thus the need for preventive measures to reduce the turnover rate of 40.41%.

In addition, in accordance with the initial interview survey with the leadership and the management of the company there are various disciplinary actions of employees as follows;

1. Not present due to negligence for two (2) days continuously or not continuously within a month.
2. Not present due to negligence for three - five days continuously or not continuously within a month and no information.
3. Several times come late for no apparent reason.
4. Not carrying Driver's License (SIM) and other completeness in its task (for Driver).
5. Leave the workplace without the permission of the competent supervisor.

To follow up the matter, we need to know in advance the factors and components that have an effect on organizational commitment.

First is the style of leadership. This allegation can be seen from some employee disciplinary action especially for theft cases that occurred in the company. Unclear leaders and lack of directing employees into potential employees lack a strong commitment. In addition, inappropriate leadership style makes employees less committed to the organization.

The second allegation are the lack of supportive organizational climate. With a first guess is the style of leadership, this second allegation concerns organizational climate that is less conducive to work.

II. LITERATURE REVIEW

Organizational Commitment Variables

Organizational commitment to this study is the attitude that employees have to stay in the company and are willing to keep working as well as possible in order to achieve the goals of the organization. This organizational commitment will be measured by the following dimensions and indicators:

Affective Commitment

1. As far as where the level of pleasure workers in working at this company.
2. To the extent that the rules and values of the company are in accordance with the personal employee.
3. To the extent that workers are involved in organizational problems and strive to solve them.

Continuous commitment

1. The extent to which the worker feels better to stick to the company than to move to another company.
2. The extent to which the worker feels the weight to leave this company.
3. The extent to which workers still want to stay in this company.

Normative commitment

1. To the extent that the worker has no other constraints / obligations to leave this company.
2. The extent to which the worker feels responsible for the contract with employment ever signed.

Job Satisfaction Variables

Job satisfaction with this study is a psychological state in the personal worker that consists of various factors related to his work. Job satisfaction with research is measured by the following dimensions and indicators:

Satisfaction with salary

1. The extent to which salaries is received in accordance with the responsibilities and expectations of workers.
2. The extent to which benefits are provided in accordance with the responsibilities and conditions of employment.

Satisfaction with his own work

1. The extent to which workers is happy to do their work.
2. The extent to which the worker's success in his job.

Satisfaction with coworkers

1. To what extent support form colleagues.
2. To what extent is the role of the leader in his work

Satisfaction with personality

1. To the extent that the skills of the workers is in line with their work.
2. To the extent that the demands of the work can be fulfilled by the worker.

Organizational Climate Variables

The organizational climate of this study is the perception of organizational members about what are happening to their work environment related to the practices and policies of human resources in accordance with the nature of the organization, which affects the performance of the organization. Factors influencing this organizational climate are (1) Leadership, (2) Employee's behavior, (3) Work group behavior, (4) External factors of organization. Organizational climate of this study is measured by the following dimensions and indicators:

Structure

1. To the extent that the workers knows clearly the position in the company.
2. The extent to which workers know the authority and role in the company.

Standards

1. To the extent that the worker knows the standards of work to be completed
2. The extent to which the worker seeks to do his work independently.

Responsibility

1. To the extent that the worker feels comfortable with his own work.

2. To the extent that the worker feels responsible for the risks of the work at hand.

Recognition

1. To the extent that workers are rewarded when they complete the task well.
2. The extent to which workers is confronted with criticism and punishment when not accomplishing the task properly.

Support

1. To the extent that the worker feels supported by the company at work.
2. The extent to which the worker feels supported by the employer in work.

Commitment

1. To the extent that workers feel proud to work within the company.
2. The extent to which workers help the company to achieve its goals through its work.

Leadership Style Variables

Leadership style in this research is the process of a person to influence other people or groups or organizations with the ability to possess that in the application of the person has a pattern that is often preferred. Leadership style can be measured with dimensions and indicators as follows
Leaders who direct

1. The extent to which the leader notifies expectations expected to the worker.
2. The extent to which the leader provides a grace period to complete the task (deadline)
3. The extent to which the leader notifies the necessary direction in the way of task completion.

Leaders who support

1. To the extent that the leader shows concern for the needs of his followers.
2. To the extent that the leader shows a friendly attitude to his followers.

Leaders are participative

1. To the extent that the leader consults his followers.
2. To what extent the leader uses followers' suggestions and ideas before making a decision.

Achievement-oriented leaders

1. To the extent that a leader sets a challenging goal for his followers.
2. The extent to which leaders expect their followers to achieve as much as possible.

Research Hypothesis

After looking at the discussion of each variable, the hypothesis preparation of this research is as follows

Research Lina Nur Hidayati, Arum Darmawati, Dyna Herlina (2009) entitled The Effect of Leadership Style on Employee Satisfaction (Empirical Study on FISE Employee of Yogyakarta State University) gives an illustration that leadership style has a positive effect on job satisfaction of FISE UNY employees. Thus the first hypothesis of this study is that there is influence of leadership style on the job satisfaction.

H1 : There is influence of leadership style to job satisfaction.

Through a study entitled The Influence of Organizational Climate and Job Satisfaction of Organizational Commitment at Bali Provincial Revenue Service, Ni Luh Putu Dina W. and A.A. Sagung Kartika D. (2016) Provide an explanation that the organizational climate has a positive

and significant impact on job satisfaction. From the above explanation, it can be concluded temporarily that the organizational climate affects the job satisfaction, both theoretical and scientific proof. Thus, the second hypothesis of this study is that there is an effect of organizational climate on the job satisfaction.

H2 : There is an organizational climate influence on job satisfaction.

From the research of Lina Nur Hidayati, Arum Darmawati, Dyna Herlina (2009) entitled The Influence of Leadership Style on Employee Satisfaction (Empirical Study on FISE Employee of Yogyakarta State University) gives an illustration that leadership style has a positive effect on the work of FISE UNY employee work. In addition, through a study entitled The Influence of Organizational Climate and Job Satisfaction of Organizational Commitment to Bali Provincial Revenue Service, Ni Luh Putu Dina W. and A.A. Sagung Kartika D. (2016) Provide an explanation that the organizational climate has a positive and significant impact on job satisfaction. Thus, partially, both leaderships styles and organizational climate can affect job satisfaction. Based on the above explanations hypothesis that can be taken from there is there influence influence of leadership style and organizational climate simultaneously to job satisfaction.

H3 : There is influence of leadership style and organizational climate simultaneously to job satisfaction.

In the research of Susilo Toto Raharjo and Dorrotun Nafisah (2006) entitled Analysis of Influence of Leadership Style on Job Satisfaction, Organizational Commitment and Employee Performance (Empirical Study at Religion Department of Kendal Regency and Department of Religion of Semarang City) with multiple regression analysis, dimensions, participatory styles and achievement orientations, directives, supporters, and caregivers show a positive and significant impact on organizational commitment. Based on these explanations the hypothesis can be taken is there is influence of leadership style to organizational commitment.

H4 : There is an influence of leadership style on organizational commitment.

Through the research of Ni Luh Putu Dina W. and A.A. Sagung Kartika D. (2016) with his research entitled The Influence of Organizational Climate and Job Satisfaction of Organizational Commitment at Bali Provincial Revenue Service explains that organizational climate, partially influences organizational commitment. Thus the fifth hypothesis of this study is that there is an organizational climate influence on organizational commitment.

H5 : There is an organizational climate effect to organizational commitment.

From research Anastasia Tania and Eddy M. Sutanto (2013) entitled Influence of Work Motivation and Job Satisfaction Against Organizational Commitment Employee PT. Dai Knife In Surabaya also shows that job satisfaction positively and significantly influences organizational commitment. Thus, the sixth hypothesis of this study is that there is an effect of job satisfaction with organizational commitment.

H6 : There is an effect of job satisfaction on organizational commitment.

To know how these four variables are related, can be seen from the following research. Hans Kevin H and Livia Jennie entitled Analysis of Effect of Leadership Style on Job Satisfaction and Organizational Commitment at Dream Of Kahyangan Art Resto. The study of Hans Kevin and Livia Jennie shows that the variables of leadership style, job satisfaction and organizational

commitment are related. From there it is shown that the variable of leadership style (X1) has influence on the Job Satisfaction (Y) which becomes later in to Organizational Commitment (Z).

To show how organizational climate variable (X2) has an effect on to Job Satisfaction and Organizational Commitment can see Ni Luh Putu research Dina W. and A.A. Sagung Kartika D. (2016) entitled The Effect of Organizational Climate and Job Satisfaction on Organizational Commitment at Bali Province Revenue Service. From these studies it is shown that organizational climate, job satisfaction and organizational commitment are interrelated with each other.

Based on the above explanations the hypothesis can be taken from there is there influence of leadership style and organizational climate and job satisfaction simultaneously to organizational commitment. Therefore, the seventh hypothesis of this research is that there exists an influence of leadership style, Organizational Climate and job satisfaction simultaneously to organizational commitment.

H7 : There is influence of leadership style, organizational climate and job satisfaction simultaneously to organizational commitment.

III. RESEARCH METHODOLOGY

The nature of this research is descriptive and explanatory, the research method used is descriptive survey method and explanatory survey method. The type of investigation into this study is causality. The unit of analysis in this study is the individual, ie the workers. The approach from modeling and the solution technique used as the tool of analysis in the research is using Structural Equation Model (SEM) and LISREL Software. The reason for choosing this method is its ability to measure the construct indirectly, that is through its indicators and simultaneously analyze the indicator variable and latent variable.

The population taken in this research are employees of outsourcing companies located in various areas including Jakarta (Mampang), West Java (Tambun, Jatiasih Sumedang, Bekasi, Garut, Cianjur, Karawang, Sukabumi, Tasikmalaya) and Tangerang which amounted to 273.

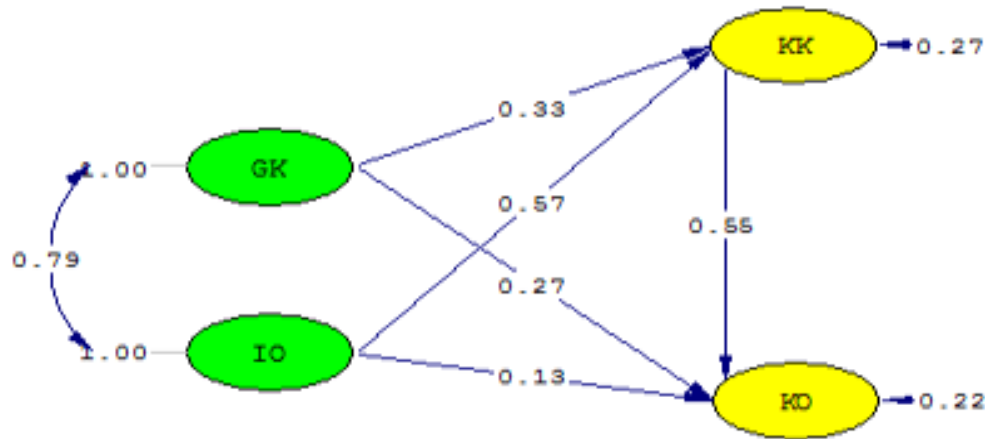
The sample size is determined by observing the analytical technique used in the hypothesis test that is the structural equation model (SEM) model. According to Loehlin (1998) The sample size required for the Structural Equation Model analysis is at least 200 observations. Joreskog and Sorbom states that the relationship between the number of variables in the SEM model.

The sample selection was taken using Cluster Sampling method. Sugiyono (2011: 123) said that this method is used when the object to be researched or the source of data spread and wide scope.

IV. RESULT AND DISCUSSION

From SEM analysis done, the result of data processing is done by using feasibility test for statistical test model. The results based on standardized coefficient will be shown in the following figure;

Figure 1. Standarized coefficient



Equations that can be taken are;
Variables

Sub structural equations

$$KK = 0.33 * GK + 0.57 * IO$$

Based on the structural model above can be emphasized that Job Satisfaction is directly influenced by the variable of Leadership Style and Organizational Climate. The magnitude of influence of Leadership Style on the Job Satisfaction with 0.33, while Organizational Climate of 0.58. this indicates that Organizational Climate has a greater influence on the Job Satisfaction than Leadership Style.

Structural Equations

$$KO = 0.55 * KK + 0.27 * GK + 0.13 * IO$$

Based on the structural model above, it can be explained that Organizational Commitment is directly influenced by Job Satisfaction, Leadership Style and Organizational Climate, but only direct influence of Job Satisfaction and Leadership Style significantly to Organizational Commitment, while the direct influence of Organizational Climate is not significant to Organizational Commitment. Nevertheless, if the job satisfaction variable is a mediator variable between Leadership and Organizational Climate Variables, then the Leadership and Climate Leadership of the Organization can have a significant effect on Organizational Commitment

Model Conformity Size

To test the overall feasibility of the model it is necessary to consider the results of the calculation of Goodness of Fit Statistics with LISREL 8.70 software. The test results from this study are as follows;

Indicator	the expected size	estimation results	Conclusion
size absolute fit			
GFI	GFI > 0.90	0.65	Marginal Fit

RMSEA	RMSEA < 0.08	0.080	Good Fit
incremental fit size			
NNFI	NNFI > 0.90	0.97	Good Fit
NFI	NFI > 0.90	0.95	Good Fit
AGFI	AGFI > 0.90	0.62	Marginal Fit
RFI	RFI > 0.90	0.97	Good Fit
IFI	IFI > 0.90	0.97	Good Fit
CFI	CFI > 0.90	0.97	Good Fit

Based on the above table shows that the overall model produced has goodness of fit good. From there shows that the resulting model is good and can be continued next stage of analysis.

Model of Findings Result Analysis

The model of the following research results can be seen from the following table;

The effect of X1 and X2 on Z	Direct	not directly through job satisfaction	Conclusion
Style of leadership – Commitment Organization	0.272 = 0.0729	0.33 x 0.55 = 0.18	L < TL mediated by job satisfaction
Climate Organization – Commitment Organization	0.132 = 0.0169	0.57 x 0.55 = 3.13	L < TL mediated by job satisfaction

The indirect influence of leadership style on organizational commitment through job satisfaction as a mediation variable is $0.33 \times 0.55 = 0.1815$, but the direct influence of leadership style on organizational commitment is $0.27 \times 0.27 = 0.0792$, so leadership style is more influential to organizational commitment if through satisfaction work.

The indirect effect of organizational climate on organizational commitment to job satisfaction as a mediation variable is $0.57 \times 0.55 = 0.3135$ but the direct influence of organizational climate of organizational commitment is $0.13 \times 0.13 = 0.0169$, so the organizational climate is more influential to organizational commitment if through job satisfaction.

The test results show that directly variable leadership style and organizational climate affect the job satisfaction with a contribution of 73%. Then through Job satisfaction, leadership styles variables and organizational climate have an effect on organizational commitment with contribution of 78%.

Based on the testing of the hypotheses and findings of the above model, the findings of this study are to increase the Organizational Commitment that is dominated by the dimension of continuous commitment (Y19), then PT. The Trimitra Utama Guard in East Jakarta should be able to improve the dominant leadership style of the "lead" leader, especially the employer to give the expected target of the workers (X1), and the organizational climate of the structural dimension especially the employees knowing the position and duties in this company (X14), and job satisfaction dominated by the dimension of satisfaction with the work especially employees feel the company judge the performance of employees objectively (Y5) together.

Organizational climate is less influential organizational commitment if not accompanied by job satisfaction. Job satisfaction will increase if PT. Garda Trimitra Utama in East Jakarta is able to maintain a good consistency of the leadership style that leads and the structure of a clear organizational climate.

V. CONCLUSION

1. Leadership Style PT. Garda Trimitra Utama in East Jakarta proved to have a positive and significant impact on Job Satisfaction, with a large influence of 0.33 and t-count of $3.82 > 1.96$.
2. Climate Organization PT. Garda Trimitra Utama in East Jakarta proved to have a positive and significant impact on Job Satisfaction, with a big influence of 0.57 and t-count of $6.12 > 1.96$.
3. Leadership Style and Climate Organization together have positive and significant impact on Job Satisfaction. Big contributions together 73% and the remaining 27% influenced by other factors. But when viewed partially, it turns out the most dominant organizational climate influence on the Job Satisfaction.
4. Leadership style has a positive and significant impact on Organizational Commitment with a big influence of 0.21 with t-count of $3.21 > 1.96$
5. Organizational climate has no effect on Organizational Commitment with big 0.13 with t-hitung $-1.35 < 1.96$.
6. Job Satisfaction has positive and significant effect of Organizational Commitment with big influence of 0.55 and t-count of $5.38 > 1.96$.
7. Leadership Style, Organizational Climate and job satisfaction are proved to be jointly positive and significant effect on the Organization Commitment with a large contribution of 78% together and the remaining 22% influenced by other factors. Partially, Job Satisfaction factor is the most dominant factor affecting Organizational Commitment. In addition to being the dominant factor, job satisfaction also serves as a variable full mediation variable leadership style and organizational climate to organizational commitment.

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