



## Leadership, Job Satisfaction, Organizational Commitment, and Work Behaviour Case Study of Private University in Mataram City

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### **Abstract**

This study aims 1) To determine the magnitude and significance of the direct influence of leadership on job satisfaction, organizational commitment, and work behavior. 2) To determine the direct influence of job satisfaction and organizational commitment on work behavior. The method used for data collection is the purposive sampling method. The research object is 10 (ten) faculties from 5 (five) private universities in Mataram City. The population in this study is all officials, employees, and lecturers who are subordinate to the dean of the faculty at a private university in Mataram. Fifteen people in each faculty determine the sample of respondents, so the total sample is 150. The analysis tool is Structural Equation Modeling (SEM) using SPSS for the Windows program. The study results: (1) Leadership has a direct influence that is positive, very large, and significant on job satisfaction. (2) Leadership has a direct influence that positive, then a great influence and significant to organizational commitment. (3) Leadership directly influences positive but relatively small and insignificant work behavior. (4) Job satisfaction directly influences positive, minimal, and insignificant work behavior. (5) The organizational commitment of subordinates has a direct positive, relatively small, and not significant to work behavior.

**Keywords:** *Leadership; Organizational Commitment; Job Satisfaction; Work Behavior*

### **Introduction**

University is an institution of higher education and study, which gives an academic degree in various fields. In addition, a university provides education bachelor and postgraduate. Inner university education in Indonesia is one of the forms of College Besides Academy, institute, polytechnic, and high school. The university consists of many faculties who organize academic education and or vocational education amount Science, technology, and art which, if eligible, can contain professional education.

In carrying out its operational functions, the university as a higher education institution must comply with various laws and regulations in force in Indonesia. Based on preliminary observations and searches from the Directorate General of Higher Education Database until 2014, there were seven private universities out of 22 private universities in Mataram City. They use as objects of study. The names of the private universities are: Mataram University of Muhammadiyah, Mataram University of Mahasaraswati,

Mataram University of Islamic Al-Azhar, Mataram University of 45, Mataram University of Nahdlatul Wathan, University of NTB, and University of Nahdlatul Ulama.

The learning process was implemented in study program units located in each faculty. The Dean, as the head of the faculty, plays a very dominant role in giving job assignments to his subordinates, both to the lecturers and the administrative staff. Meanwhile, study program managers seem to help the dean or faculty leader carry out and supervise the implementation of daily tasks such as services in the learning process, research, and community service.

The faculty management element led by the dean designs work assignments and distributes them to all subordinates, then provides compensation awards and sanctions for assistants whose behavior does not comply with work rules. The leadership of the faculty in executing all its work programs must have the full support of all officials under them, including the employees and lecturers. Therefore, leaders must move their subordinates to be willing and act as expected. Each subsidiary always shows the work behavior of assistants in carrying out work assignments to support the achievement of organizational goals effectively. The work behavior of the associates in question is positive behavior at work.

The work behavior of subordinates can be influenced or driven by the leader's behavior, which can make associates feel satisfaction at work. In addition, positive work behavior is supported by an attitude of commitment from subordinates. Job satisfaction and employee commitment to the organization can build by leadership. Its role in carrying out the leadership function can affect subordinates' level of satisfaction and loyalty. Several research results that previous researchers have carried out have been interesting for researchers to review the relationship between variables, such as leadership with work behavior, job satisfaction, and organizational commitment.

Raharjo and Durrotun (2006) show that leadership is positive and significantly affects employee performance. Pramudito and Yuniarto (2009) show that leadership has a positive and significant effect on the performance of village officials. His findings imply that improving performance can be done by increasing leadership suitability to organization members.

Furthermore, Shahab (2010), who conducted a study on Baitul Maal Wa Tamwil in Central Java Province, found the results that there was a significant favorable influence of Islamic leadership on Islamic performance. He means that the better the Islamic leadership, the better the Islamic performance of the employees. Therefore, if the quality of Islamic leadership is further improved, it will positively impact the Islamic performance of employees.

Susanto and Aisiyah (2010) stated that leadership has no significant effect on employee performance. Suparman et al. (2013) found that leadership had a positive and insignificant impact on job performance. The occurrence of differences in study results between Suparman et al. and the four previous researchers is thought to be due to different measurements of leadership variables. Raharjo and Durrotun (2006) measure leadership by participatory manner, achievement orientation, directive, supportive and influential. Pramudito and Yuniarto (2009) measure leadership by behavior-oriented towards initiating structure and consideration. Shahab (2010) measured leadership by educating, giving instructions, advising, and working together.

While Suparman et al. (2013) measure leadership from the operational functions carried out by a leader. The indicators referred to are instruction function, consultation function, participation function, delegation function, and control function. Other differences can also be expected from measuring performance variables or employee or employee work performance. In addition, the difference in the object or place of conducting the study from the researchers.

Desianty (2006) found a significant influence between leadership variables on organizational commitment. Leaders have given more attention to motivation and can understand the wishes of their

employees. In the same year Raharjo and Durrotun (2006), whose research results show that the leadership he sees from his leadership style has a positive and significant effect on organizational commitment.

Pramudito and Yunianto (2009), whose study results show that leadership has a positive and significant effect on organizational commitment. It means that the more suitable or appropriate the perceived administration of the employee will increase organizational commitment. Shahab (2010) found a significant positive effect of Islamic leadership on Islamic obligations. It means that the stronger the Islamic leadership, the greater the Islamic commitment of the employees. If the quality of Islamic leadership is adequately improved, it will have a very positive impact on the Islamic commitment of employees.

Furthermore, Suparman et al. (2014) conducted a study at the Regency/City Amil Zakat Agency on Lombok Island. His research shows that there is a positive and significant influence of leadership on organizational commitment. The results of the study Suparman et al. (2014) seem to be similar to the results of the four previous studies. However, in terms of the measurement method or indicators of the relatively different variables. However, the researchers refer to the opinion of Allen and Meyer (1990), which describes organizational commitment from three components, namely affective dedication, continuance commitment, and normative commitment.

Indicators of organizational commitment by Pramudito and Yunianto (2009) are not clearly described. It is only said that workers who are committed to their organization will show positive behavior and attitudes towards their organization to feel happy and comfortable at work. Then Raharjo and Durrotun (2006) use five indicators of organizational commitment: pride in the organization they work for, accept all assignments, care about the organization's fate, values and goals are the same as the organization, and do not want to leave the organization. Furthermore, Shahab (2010) measures Islamic commitment with four indicators, namely: Aqidah (beliefs that give birth to a passionate, unyielding, solid, and steadfast vision of ambition); Akad (acute trust); i'tikad (behavior that leads to the direction that is believed); and Istiqomah (able to control oneself and emotions effectively).

While Suparman et al. (2014) measured organizational commitment by pride as a member of the organization; loyalty to the chairman and the organization; willingness to accept assignments and work regulations; hope to remain a member of the organization; earnestness in working for the organization; and an attitude of taking responsibility for the work of the organization. Raharjo and Durrotun (2006) show that the administration he sees from his leadership style has a positive and significant effect on employee job satisfaction. Shahab (2010), with the results of his research that there is a significant positive effect of Islamic leadership on Islamic satisfaction. It means that the greater the Islamic leadership, the greater the employee's Islamic satisfaction. If the quality of Islamic leadership is improved correctly, it will positively impact Islamic employee satisfaction. Furthermore, Suparman (2013), in his research results, concluded that there was a positive influence,

The researchers measured the satisfaction variable with relatively different indicators. For example, Raharjo and Durrotun (2006) measure social, extrinsic, and intrinsic job satisfaction. (2010) measures Islamic satisfaction with hands: sincerity, gratitude, pride, peace of mind, trust, appreciation, and salary adequacy. Meanwhile, Suparman (2013) measured job satisfaction with indicators: division of work tasks and compensation received, working conditions, relationships between co-workers and superiors, and leadership supervision.

Pramudito and Yunianto (2009) show that organizational commitment positively and significantly affects performance. Therefore, the higher the employee's commitment to the organization, the higher its performance. Then Shahab (2010), with the results of his research that there is a significant positive effect of Islamic commitment on Islamic interpretation, meaning that the better the employee's dedication, the better the employee's Islamic performance. Therefore, if the quality of Islamic duty is adequately improved, it will positively impact the Islamic performance of employees.

Based on the description of the differences and similarities from the results of previous research, it becomes a challenge and, at the same time, motivation for researchers to conduct studies at higher education institutions, namely at Private Universities in Mataram City, West Nusa Tenggara. This study aims to analyze and determine the direct influence of leadership on job satisfaction, organizational commitment, and work behavior at the Faculty of Private Universities in Mataram City.

## **Literature Review**

### **Leadership**

Yukl (2005), that leadership is an individual's ability to influence, motivate, and make others contribute to the organization's effectiveness and success. Yukl concluded that leadership affects others to understand and agree with what is needed.

Simran's opinion (2004:64), that leadership is defined as a process of influencing the behavior of others to behave as will be desired. This leadership application is not limited to an organization (formal) but can also occur outside the organization, such as non-formal social institutions. The elements that must exist from this definition are a leader, subordinate, follower, influence from power, and the desired goal.

Leaders carry out their leadership duties successfully, depending on their ability to carry out the leadership functions that have been outlined in the organization. Nawawi (2001:141), Rivai (2003:50), and Antonio (2007:20) have described the positions of leadership, which a leader carries out. Social interactions between leaders and subordinates in the organization form a shared view of the vision, mission, and goals to be achieved. The leadership process is a social phenomenon in certain social situations, which can change at any time. The leader can try to make the social situation that can support the achievement of togetherness.

The author examines leadership in higher education institutions, namely private universities in Mataram. As a leader of an institution, of course, he will carry out leadership functions. These functions can be carried out effectively if based on the characteristics of an Islamic leader. Islamic traits reflect in every procedure carried out by the leader. The leader's behavior in carrying out the leadership function is based on Islamic character values such as shiddiq (genuine, honest), Amanah (trustworthy, responsible), tabligh (transparent, communicative), and fathanah (intelligent, clever, knowledgeable).

In this leadership study, the researchers re-examined the leading indicators that Suparman et al. (2013) had previously reviewed. The hands referred to are (1) delivery of vision, mission, goals, and work programs; (2) distribution of work tasks to subordinates; (3) giving orders and directions to carry out tasks or activities; (4) giving motivation to subordinates; (5) appreciation to subordinates; (6) supervision and control over all organizational activities.

### **Job Satisfaction**

Several expert opinions on job satisfaction used as references in this study, including Gibson (1996: 150), say that job satisfaction is an attitude that individuals have about their work. They perceive these attitudes towards their work. Perceptions based on workplace factors include supervisor style, policies and procedures, workgroup affiliation, working conditions, and benefits. Five main dimensions that have essential characteristics: 1) Payment, namely the perceived state of the amount of payment received; 2) Work, namely the extent to which work assignments are considered attractive, and provide opportunities for learning and for accepting responsibility; 3) Promotion opportunities, namely the opportunity to advance; 4) Supervisor, namely the supervisor's ability to show interest and attention to work; and 5) Coworkers, namely the extent to which coworkers are friendly, competent, and supportive.

Robbins (2006: 148) suggests that job satisfaction is an individual's general attitude towards his work. Robbins further stated that the factors that generally determine job satisfaction are: the nature of work, supervision, current wage levels, promotion opportunities, and relationships with coworkers.

Riva'i (2002: 249) suggests that job satisfaction is an assessment of the job about how far the job as a whole satisfies his needs. Job satisfaction is also a general attitude resulting from several specific attitudes towards work factors, adjustment, and individual social relationships outside of work. Job satisfaction is a security feeling and has the following aspects: socio-economic aspects (salary and social security) and socio-psychological aspects (opportunities for advancement, opportunities for awards, related to supervisory issues, and related to relationships between employees) with employees and between employees and their superiors).

The relationship between job satisfaction and work behavior can be seen from Gibson's opinion (1996:153). Some of the main reasons for the need to understand and study job satisfaction are giving managers thoughts about how to change workers' attitudes and behavior. Many organizations use attitude surveys to determine the level of employee job satisfaction. National surveys have indicated that 75% - 80% of workers are generally satisfied with their jobs. Of course, while interesting, national surveys may not reflect the level of job satisfaction in a particular department or organization. Also, by asking someone to what extent their satisfaction creates problems, there is a bias in giving positive answers, such as little/less indication that a person chooses to stay in an unsatisfactory job.

Meanwhile, Robbins (2006: 105) suggests about the impact of job satisfaction on employee performance that managers' interest in job satisfaction tends to be centered on its impact on employee performance. Researchers have captured this interest, resulting in numerous studies designed to assess the effects of job satisfaction on productivity, absenteeism, and turnover.

Gibson (1996) suggests that job satisfaction is part of the motivational process. Satisfaction of organizational members can be related to their performance and work results and the rewards and punishments they receive. Therefore, job satisfaction in the organization can be shown by attitudes to the organization, job changes of organizational members, absenteeism or absenteeism, delays, and complaints that usually occur in an organization.

Mangkunegara (2007:117) suggests that job satisfaction is related to variables such as turnover, absenteeism, job level, and the size of the company's organization. High performance is always associated with low employee turnover, and conversely, if many employees are dissatisfied, employee turnover is high. Job satisfaction is related to absenteeism (attendance) which means that satisfied employees tend to have high levels of attendance. Job satisfaction associated with job level implies that employees who occupy higher job levels tend to be more confident than employees who occupy lower jobs. Because employees who have a higher level of work show better work skills are active in expressing ideas, and are creative. Job satisfaction related to the size of the company's organization means that the company's size can affect the process of communication, coordination, and employee participation, affecting employee job satisfaction.

In this study of job satisfaction, the researchers re-examined by developing job satisfaction indicators previously reviewed by Suparman et al. (2013). The arrows in question are (1) satisfaction with being a burden of work tasks carried out; (2) satisfaction with fairness and appropriateness of compensation; (3) satisfaction with working conditions (availability of work facilities and equipment); (4) satisfaction with social interactions in working with co-workers or with superiors; (5) satisfaction with supervision and feedback from the leadership, and (6) satisfaction with the availability of career opportunities.

## Organizational Commitment

Organizational commitment is when an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Robbins (2006), high job involvement means siding with an individual's specific job, while high organizational commitment means siding with the organization that recruits the individual.

Organizational commitment is an attitude and behavior that is owned and shown by individual employees or employees with the workplace organization, where employees/employees have confidence in the values and goals of the organization. In addition, there is a desire to expend energy and effort in earnest to benefit the organization. Building commitment is an effort to establish a long-term relationship. Individuals committed to the organization are more likely to remain in the organization than individuals who are not engaged. They tend to show high involvement manifested in loyal and satisfied attitudes and behavior.

Gibson (1996) states that organizational commitment identifies the sense, involvement, loyalty displayed by employees in their organization. Commitment is shown by accepting a strong belief in the values and goals of an organization and a solid drive to maintain oneself as a member of the organization. Luthans in Sutrisno (2011: 292) states that employee commitment is an intense desire from employees to become members of a group, a high willingness to work for the organization, and acceptance of the values and goals of the organization. Organizational commitment is based on a bond, loyalty, or loyalty of employees/employees to the organization so that they are willing to work for the organization with shared values.

Curtis and Wright (2001), Newstrom and Davis (2002), Ik-Whan and Banks (2004), and Fred Luthan (2005) state that organizational commitment consists of three components, that individuals are bound in the organization because 1). belief in and acceptance of the organization's values and goals; 2) willingness to work hard as part of the organization; and 3). desire to maintain membership in the organization.

From another dimension that Allen and Meyer (1990) and Summers and Acito (2000) in Sutrisno (2011; 292) describe three components are affective commitment, continuance commitment, and normative commitment.

Suparman (2013) measures organizational commitment consisted of pride as a member of the organization, loyalty to the leadership, willingness to accept work assignments, and seriousness in working.

## Work Behavior

Behavior is an action or action that can be observed, seen, measured, and assessed. A person's work behavior in an organization is the behavior expected or desired by the organization's leadership where the person works. Therefore, work behavior becomes a tool to measure one's work performance as the instrument for assessing the work performance of Civil Servants, which consists of Assessment of Employee Performance Targets and Assessment of Work Behavior.

Regarding PERKA BKN NO. 1 of 2013, the Technical Instructions of PP No. 46 of 2011, concerning the Assessment of Civil Servants' work performance, the researcher views it as very representative for assessing employees work behavior in an organization such as an educational institution. Performance appraisal is directed at controlling productive work behavior and can be carried out based on objective, measurable, accountable, participatory, and transparent principles.

The assessment system and procedure have two main elements to be assessed: the first, Employee Work Target (SKP), consisting of quantity, quality, time, and cost. Second is Work Behavior (KP) which includes service orientation, integrity, commitment, discipline, cooperation, and leadership.

In this study, the work behavior of employees, lecturers, and officials under the leadership of the faculty dean is seen from (1) work entry craft; (2) discipline in work; (3) responsibility for tasks including work equipment used and other people as co-workers; (4) morale and motivation to complete tasks; (5) creativity at work; (6) politeness in communicating with co-workers or with their subordinates; and (7) exemplary attitudes and behaviors shown.

Based on the description and review of several previous research results and the opinions of several experts regarding the variables studied, (1) leadership has a direct positive and significant influence on job satisfaction, organizational commitment, and work behavior. (2) Job satisfaction and organizational commitment of subordinates have a direct positive and significant influence on work behavior.

### Research Method

This research uses associative causality. The research object is a faculty with an operational permit for more than five years at a private university in Mataram City. The number of universities that have been operating for more than five years is six universities, with 35 faculties. To obtain data about the research variables, the researchers used purposive sampling. The sample of faculty units at each university is 2 (two) faculties. So the number of faculties that became the object of the research location was 12.

The number of samples is determined as many as 150 people—analysis statistics by Structural Equation Modeling (SEM). The use of the SEM analysis tool has been described by Hair et al., 1998 in Solimun (2002:72-82), which states that SEM is an integrated approach between Factor Analysis, Structural Model, and Path Analysis. On the other hand, SEM is also an integrated approach between data analysis and concept construction. The steps in applying SEM as an analytical tool are as follows: a) development of the concept and theory-based models; b) constructing the Path Diagram; c) conversion of Path Diagram into Structural Model; d) select an Input Matrix; e) evaluation of the goodness of fit; and f) interpretation and Modification of the Model. Furthermore, the analysis can use the software (Software) program SPSS for windows.

### Results

The relationship between latent variables can be seen clearly from the resulting image based on data processing, as shown in Figure 1.

Figure 1. Value of Path Model Coefficient and Degree of Significance

Influence/Relationship Between Variables			Coefficient	P-Value
Job satisfaction	<--	Leadership	0.985	0.000
Organizational Commitment	<--	Leadership	0.666	0.000
Subordinate Work Behavior	<--	Leadership	0.104	0.423
Subordinate Work Behavior	<--	Job satisfaction	0.046	0.600
Subordinate Work Behavior	<--	Organizational Commitment	0.133	0.129

The coefficient value of each path of the relationship between latent variables and the significance value of the effect of exogenous variables on endogenous variables can be seen in the figure.

These findings show that: First, leadership has a positive, enormous, and significant influence on job satisfaction delivered with a coefficient value (estimated) of 0.985. Second, leadership has a positive, relatively substantial, and considerable impact on organizational commitment, indicated by a coefficient/estimated value of 0.666. Third, the administration has a positive, relatively small, and insignificant effect on the work behavior of subordinates, which is indicated by the path coefficient (estimated) of 0.104 and the probability value of 0.423.

Fourth, job satisfaction has a positive, minimal, and insignificant effect on the work behavior of subordinates, which is indicated by the path coefficient (estimated) of 0.046 and the probability value of 0.600. Finally, organizational commitment has a positive, small and insignificant effect on the work behavior of subordinates, which is indicated by the path coefficient (estimated) of 0.133 and the probability value of 0.129.

The Path model's eligibility criteria (Goodness of Fit Index) showed promising results. It sees from the feasibility value of Goodness fit of an index (GFI) of 0.896, AGFI of 0.855, and RMSEA (root mean square error of approximation) of 0.074.

## ***Discussion***

The statistical tests described previously have shown a positive, considerable, and significant influence of leadership on job satisfaction. These findings are the same and support the results of previous studies conducted by Raharjo and Durrotun (2006), Shahab (2010), Suparman et al. (2013), which stated that there was a positive and significant influence of leadership on job satisfaction.

The statistical analysis results show that there is a positive influence and a large and significant influence from leadership on organizational commitment. The better the dean's leadership moves and directs subordinates or carries out their functions, the more committed to remaining in the organization. Vice versa, if the dean's leadership perceived by subordinates is getting less good, it is inevitable that subordinates' commitment to the organization is ensured. May decline or become less committed to the organization.

These findings are the same and support the results of previous studies conducted by Desianty (2006), Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), Shahab (2010), and Suparman et al. (2014), which states that there is a significant influence of leadership on organizational commitment.

The statistical analysis results show a positive influence and a relatively small and insignificant effect of leadership on the work behavior of subordinates. It means that a good dean's administration does not have a significant (meaning) impact on the work behavior of his subordinates. His small influence makes the dean's leadership not make his associates behave better at work. Moreover, if the dean's administration is getting worse, it will certainly not make the work behavior of subordinates better.

The results of this study are the same and support the results of research conducted by Susanto and Aisiyah (2010) and Suparman et al. (2013), which state that leadership has a positive and insignificant effect on work performance. While several research results are different from the findings above, such as those produced by Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), and Shahab (2010), which state that leadership has a positive and significant influence on employee performance.

The results of statistics showed that job satisfaction was positive and not significant on the work behavior of subordinates. It means that the job satisfaction of assistants who classify as satisfied cannot have a substantial/significant impact on changes in the work behavior of subordinates. Seeing that there is



a minimal and insignificant effect, even though job satisfaction is increased, it cannot be expected to improve the work behavior of better subordinates.

The results of this study are the same and support the results of research conducted by Suparman et al. (2013), which states that job satisfaction has a positive, minimal, and insignificant effect on work performance (presentation of subordinate work behavior). The results of different studies from several researchers, such as Shahab (2010), in their research conclusions, state that Islamic job satisfaction has a positive and significant effect on employee performance. Then Lukita (2013), who conducted a study on employees of the English Language Course Institute in the Ciayumajakuning area of Bandung, states that there is a significant effect of job satisfaction on the performance of the impact of 85.8 percent. Mahri (2014), in his study of vocational school teachers in West Java Province,

The results showed that the effect of organizational commitment on the work behavior of subordinates was positive and not significant. It means that with high organizational commitment, assistants cannot improve the work behavior of subordinates. By increasing the burden of the assistants, it cannot be followed by an increase in the work behavior of better subordinates. The results of this study are different from those of Pramudito and Yuniyanto (2009), Shahab (2010).

### ***Conclusion***

First, leadership has a direct, positive, enormous, and significant influence on subordinates' job satisfaction on faculties within the Private University in Mataram City. Second, leadership has a direct positive influence, then a large and significant effect on the organizational commitment of subordinates at the Faculty at the Private University in Mataram City. Third, leadership has a direct positive but relatively small and insignificant effect on the work behavior of subordinates at the Faculty in the Private University in Mataram City. Fourth, Job satisfaction of subordinates has a direct, positive, minimal, and insignificant effect on the work behavior of attendants at the Faculty of Private Universities in Mataram City. Fifth, organizational commitment of subordinates has a direct positive, relatively small, and insignificant effect on the work behavior of associates at the Faculty in the Private University in Mataram City.

### ***Recommendation***

Future researchers are expected to conduct a more in-depth study of the same subject, especially regarding the relationship or influence of leadership, organizational commitment, and job satisfaction on work behavior. Due to the limitations of researchers in their ability to examine empirical findings and from a theoretical perspective, future researchers can describe the indicators of each study variable in more detail. Researchers also consider that similar studies are critical to be carried out in a broader object, which can later be helpful for managerial implications.

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