

The Influence of Leader Behaviour, Work Atmosphere, and Job Satisfaction on Employee Commitments in the Secretariat of the Regional House of Representatives

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Abstract: The success of the organization is determined by its employees' commitments. Employees with a strong affective commitment are motivated to achieve greater levels of job performance and make meaningful contributions to the firm. This study focused on the effect of leader behavior, work atmosphere, and job satisfaction on employee commitment in the secretariat of the regional House of Representatives in Pasuruan, East Java, Indonesia. This study is quantitative approach and using explanatory research. Sample of this study is 28 employees. This research aims to analyze the partial and simultaneous influence as well as determine the dominant variable that influence the commitment of employees of the Secretariat of the Regional Representative Council of Pasuruan Regency. Based on this study, the conclusion obtained is that the normality test results are known that the data is distributed normally. This study found that leader behavior, work atmosphere, and job satisfaction simultaneously influence the employee commitment. Partially, only job satisfaction that influence the employee commitment. Both leader behavior and work atmosphere don't have effect on employee commitment. This study also found that job satisfaction as a dominant variable that influence employee commitment.

Keywords: Leader Behaviour, Work Atmosphere, Job Satisfaction, Employee Commitment

I. BACKGROUND

One of the areas of study in Human Resource Management is to discuss organizational behaviour at both the upper, middle and employee levels of managers as a whole. Forming behaviour, climate and a comfortable working atmosphere so as to provide dimensions of job satisfaction which will later affect the success of the running of the organization. Emphasizes the order of individual values adhered to by leaders and employees by forming good organizational work procedures and meeting predetermined work standards.

In this era of knowledge workers, employee satisfaction, retention, and dedication are significant challenges for businesses (Valaei & Rezaei, 2016). Employees with a strong affective commitment are motivated to achieve greater levels of job performance and make meaningful contributions to the firm (Waris et al., 2018). Affective commitment is based on emotional factors such as attachment

to an organization, liking, and pleasant sensations (Allen & John, 1990). Employees who are emotionally invested in their organizations have a higher level of trust than those who are not. According to Fullerton (2003), individuals' good psychological states and feelings about organizations will lead to attitudinal commitment. This study focused the factors that influence the employee commitment that are leader behaviour, work atmosphere, and job satisfaction.

Waris et al. (2018) found that multiple leadership qualities have a significant effect on employee commitment. Job satisfaction and commitment have been proven to be positively associated with multiple leadership qualities (Sharma & Paul, 2000). The relationship between leadership style and employee work commitment is important theme to study because it will help government and non-government leadership organization and the influence of styles, such as the multiple leadership quality, on employee work commitment. Another factor that also influence employee commitment is job satisfaction. Related with job satisfaction, Oktarina et al. (2020) found that job satisfaction has a significant influence on employee commitment. Besides, the study also found that motivation can strengthen the influence of job satisfaction on employee commitment. Research conducted by Valaei & Rezaei (2016) shows that aspects of work satisfaction has a significant effect on the dimensions of employee commitment. The research also found that affective and normative commitments of the employees are positively related and their continuance commitment is depends on their affective commitment, and not a normative commitment.

Work environment is also another factor that influence on employee commitment. Ampofo (2020) found that affective commitment was positively associated to organizational embeddedness. The impacts of organizational embeddedness, organizational linkages, fit, and sacrifice on affective commitment were partially mediated by job satisfaction and work engagement. Based on the results of the previous researches, this study aims to investigate the influence of leader behaviour, work environment, and job satisfaction on employee commitment both partially and simultaneously. This study also to find which one of the

leader behaviour, work environment, and job satisfaction that are the dominant variable. The object of this study is the Secretariat of Regional of House Representatives (DPRD) in Pasuruan Regency.

The Secretariat of Regional of House Representatives (DPRD) in Pasuruan Regency is a bureaucratic institution that carries out its duties side by side. DPRD is an extension of the people whose job is to fulfil and hear the people's voice. Of course, the environment must have a good working atmosphere, so that services for the people run optimally. When the leader's behaviour, work atmosphere, employee satisfaction is considered good, commitment to the organization will be conducive.

II. LITERATURE REVIEW

This study used several theories that considered appropriate with the research topic. The theories are leader behaviour, work atmosphere, job satisfaction, and employee commitment. There are four types of leader behaviours (Evans dan House, 1971). The method by which senior managers exercise influence over other people to direct structure and promote activities and relationships in a group or organization is known as leadership (Yukl, 2013). There are several types of leaderships. According to Mintzberg (2009) the leadership styles are: Autocratic, Bureaucratic, Laissez-faire, Charismatic, Situational, Participated, Transformational and Transactional Leadership. Another types of leaderships are supportive leaders, instructive leaders, participatory leaders, and leaders who are oriented towards success.

Waris et al. (2018) investigated the impact of multiple leadership qualities (MLQ) on employee job commitment in Gilgit Baltistan, Pakistan's program-based organizations' projects. A sample of eleven programs was chosen for this purpose, and data was obtained through the distribution of a questionnaire. The study's findings reveal that the MLQ has a considerable favorable impact on an employee's affective commitment while having no meaningful impact on their calculative commitment. The MLQ had a weak positive connection with both the affective and calculative commitment factors. Affective commitment is linked to calculative commitment in a substantial way. Monoarfa et al. (2021) investigate the impact of leadership conduct and employee commitment on the work performance of Maleo Unit Multi Nabati Sulawesi Corporation personnel. The study found that employee performance at Maleo unit Multi Nabati Sulawesi Corporation is positively and significantly influenced by leadership behavior and employee dedication. Monoarfa et al. (2021) measured leadership behavior with ability to direct communication, ability to motivate, ability to make decision, and responsibility.

The climate and work atmosphere of the organization should lead to the quality of the organization's internal environment that is felt by the people who are in it. The dimensions and work atmosphere of the organization include: esprit, consideration, production, aloofness, disengagement,

hindrance, intimacy, and thrust (Gibson et al. 1996). Ong (2021) investigate discipline, work environment, and commitment to job satisfaction. Using 66 employees as respondents, this study found that that discipline, work environment, and work commitment have a positive effect on job satisfaction.

Job satisfaction is often determined by the extent to which work results exceed or meet someone's expectations. Positive discrepancy will occur when the reality received is more than what is desired and this situation will lead to job satisfaction. Theories that related with job satisfaction are Two-Factor Theory by Herzberg and Maslow's Hierarchical Theory of Needs. At PT Perkebunan Nusantara VII, Oktarina (2020) investigated the effects of job satisfaction and motivation on employee commitment, as well as the role of motivation in moderating the influence of job satisfaction on employee commitment. A questionnaire was utilized to collect information. Job happiness has a considerable impact on employee commitment, according to the findings. Employee commitment is heavily influenced by motivation. Furthermore, it may be argued that employee commitment is more directly influenced by motivation. The importance of motivation in enhancing the influence of job satisfaction on employee commitment has also been demonstrated in the study.

Payment, promotion, fringe benefits, coworker, communication, operational procedures, and the nature of the work are all positively connected with affective commitment, according to Valaei & Rezaei (2016). Furthermore, normative commitment is positively correlated with payment, promotion, fringe benefits, supervision, contingent rewards, operational procedures, and the nature of the employment. The results of partial least squares multi-group analysis using employees' years of experience as a categorical moderating variable illustrate how disparities in employees' years of experience influence their degree of commitment.

The commitment of an employee indicates an identification with organizational goals, a feeling of involvement in the organization and a sense of loyalty (Gibson et al. 1990). Employees that are committed to the firm will be willing to put in more effort and make sacrifices to ensure the company's long-term viability. Organizational commitment, according to Allen and Meyer (1993), is a psychological state that characterizes the relationship between employees and the organization or its implications that affect whether employees will stay in the organization or not, and is divided into three components: affective commitment, continuance commitment, and normative commitment. Organizational engagement includes three attitudes: a sense of identification with organizational goals, a sense of involvement with organizational goals, a sense of loyalty to the organization.

III. RESEARCH METHOD

Time and location of this research are February-May 2020 and in Secretariat of Regional House of Representatives in Pasuruan District, East Java, Indonesia. This research is explanatory research, which is to examine the hypothesized relationship between variables. Sampling technique that used in this study is non probability sampling with saturated sampling category. Data type of this study are primary and secondary data. Data were collected using questionnaire.

Data analysis techniques of this study used the SPSS (Statistical Program For Social Sciences) program computer assistance. The hypothesis put forward in the study is proven by using the multiple regression approach. Multiple regression is used to test the effect of several independent variables (leader behaviour, work atmosphere, and job satisfaction) on the dependent variable (employee commitment). In data testing, the methods used are data validity test, data reliability test, classical assumption test, normality test, regression model test, and research hypothesis test.

IV. RESULTS AND DISCUSSIONS

Respondents of this study is 28 employees of Secretariat of Regional House of Representatives in Pasuruan District, East Java, Indonesia. The characteristics of respondents in this study were seen from gender, age, and education. Table 1, 2, and 3 below show the characteristics of the employees.

Table 1. Employee based on Gender

No	Gender	Total (people)	Percentage
1	Male	20	71,43%
2	Female	8	28,57%
Total		28	100 %

Source: Primary Data

Based on the data above, the employees of Secretariat of Regional House of Representatives in Pasuruan District are dominated by male (71.43%).

Table 2. Employees based on Age

No	Range of Age	Total (people)	Percentage
1	25- 34	1	3,57%
2	35- 44	13	46,43 %
3	45- 54	6	21,43 %
4	55- 60	8	28,57%
Total		28	100 %

Source: Primary Data

Based on the table above, employees in the Secretariat of Regional House of Representatives in Pasuruan District are dominated by the range of age 35 until 44 (46,43%). Only one person has age between 25 until 34 year old.

Table 3. Employees based on Level of Education

No	Level of Education	Total (people)	Percentage
1	Post Graduate	4	14,29 %
2	Undergraduate	17	60,71 %
3	Diploma	1	3,57 %
4	Senior High School	6	21,43 %
Total		28	100 %

Source: Primary Data

Based on the table above, it can be seen that most of employees in the Secretariat of Regional House of Representatives are undergraduate people (60.71%).

V. VALIDITY AND RELIABILITY TEST

Leader Behaviour

The standard correlation table value set with 28 respondents, a significant level of 5% with df n-1 is 0.306. The results of the analysis show a greater value than 0.306, meaning that this instrument is suitable for research activities and then the reliability test with the Cronbach Alpha method is cumulative, the result is 0.975.

Work Atmosphere

The results of the analysis show a greater value is equal to 0.306, meaning that this instrument is suitable for research activities and then the reliability test with the Cronbach Alpha method is cumulative, the result is 0.984.

Job Satisfaction

The results of the analysis show a greater value is equal to 0.306, meaning that this instrument is suitable for research activities and then the reliability test with the Cronbach Alpha method, the cumulative result is 0.835.

Employee Commitment

The results of the analysis show a greater value is equal to 0.306, meaning that this instrument is suitable for research activities and then the reliability test with the Cronbach Alpha method is cumulative, the result is 0.984.

Those reliability values of leader behaviour, work atmosphere, job satisfaction, and employee commitment can be seen in the table 4 below.

Table 4. Reliability Test

Variable	Cronbach's Alpha	Description
Leader Behaviour (X_1)	0.975	Reliable
Work Atmosphere (X_2)	0.984	Reliable
Job Satisfaction (X_3)	0.835	Reliable
Employee Commitment (Y)	0.984	Reliable

Source: Data processed by SPSS, 2020

Based on the table above, it can be seen that all instruments have values above the set value, meaning that they meet the reliability requirements.

Classical Assumption Multicollinearity

Table 5 below is the results of collinearity statistics.

Table 5. Collinearity Statistics

Collinearity Statistics	
Tolerance	VIF
0,527	1,899
0,34	2,941
0,297	3,370

a. Dependent Variable: Y

Based on the results of VIF calculations, it can be seen that the variables of Leader Behaviour (X1), Work Atmosphere (X2) and Job Satisfaction (X3) have a VIF value <5, thus it can be concluded that the regression model does not have multicollinearity problems.

Heteroscedasticity

Figure 1 below is the result of heteroscedasticity.

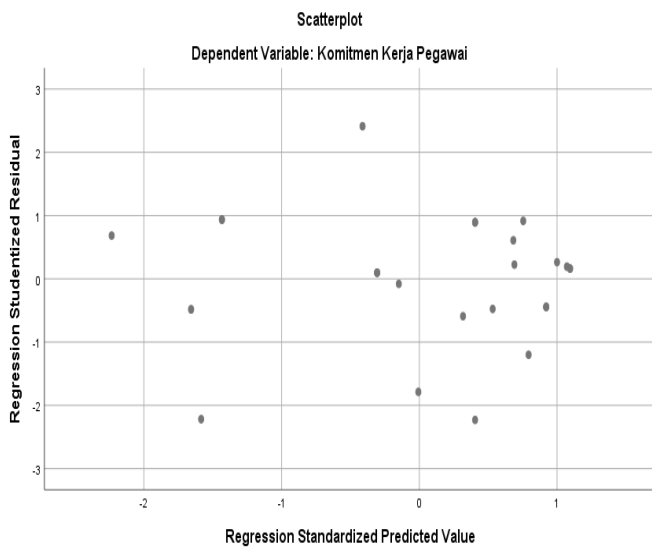


Figure 1. Scatterplot

Note: Komitmen Kerja Pegawai = Employee Commitment

Based on this figure, the dots spread randomly, do not form a clear pattern and are spread either above or below the number 0 on the Y axis. It means that there is no heteroscedasticity problem in the regression model, so the regression model is suitable to be used to predict the results. research analysis.

Normality Test

Figure 2 below shows the result of Normal P-P Plot

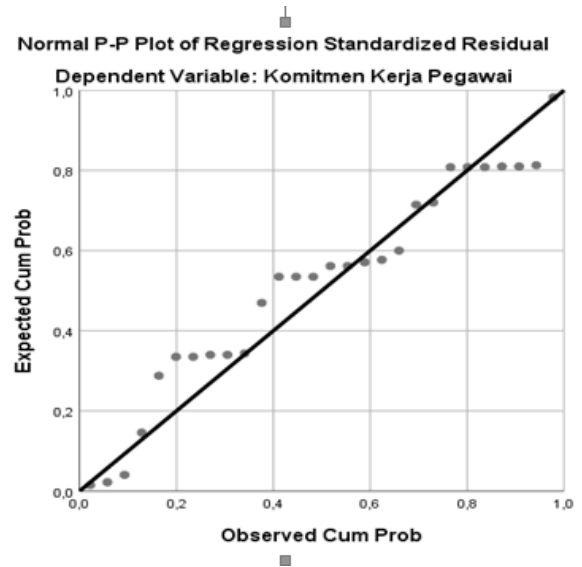


Figure 2. Normal P-P Plot

From the picture above, it shows that the data spreads around the diagonal line and the distribution follows the direction of the diagonal line so that it can be seen that the data is normally distributed.

Model Test

The result of model test can be seen in the table 6 below.

Table 6. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	201,007	3	67,002	9,706	,000 ^b
	Residual	165,672	24	6,903		
	Total	366,679	27			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Based on the table above, it can be seen that F count = 9.706 and it is significant at the level of $\alpha = 5\%$ with F sig = 0.000 so that the model is proven valid.

Multiple Regression Analysis

The multiple regression analysis calculated using the SPSS program can be seen in the following table:

Table 7. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,740 ^a	,548	,492	2,627

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

From the results of the analysis above, it can be explained that the magnitude of the multiple correlation coefficient is R =

.740, which means that the the leader behaviour, work atmosphere, and the job satisfaction affect the employee commitment with very strong, which is above 0.5 to be precise 74%.

The results of R Square = .548, means that the leader behaviour, work atmosphere and job satisfaction affect employee commitment by 54.80%, which means there are still 45.20% employee work commitment is influenced by other factors that are not examined in this research, such as the level of one's intelligence, work motivation.

The results of the multiple regression calculations can be explained through the following formulations:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

$$Y = 0,231 + 0.044X_1 + 0.215X_2 + 0.455X_3 + \epsilon$$

Based on the results of this equation, it can be explained as follows:

- a. Constant (a) = 0.231 indicates if the leader behavior, work atmosphere and job satisfaction are in a constant position (not doing anything), then the employee commitment level has reached (Y) of 0.231.
- b. The regression coefficient X1 (Leader Behaviour) is 0.044 (b1), indicating the influence of X1 (Leader Behaviour) on Employee Commitment (Y).
- c. The regression coefficient X2 (work atmosphere) is 0.215 (b2), indicating the influence of X2 (work atmosphere of employees) on employee commitment.
- d. The regression coefficient X3 (job satisfaction) is 0.455 (b3), indicating the magnitude of the influence of job satisfaction on employee commitment (Y).

Hypotheses Test

The results of hypotheses test can be seen in the table 8 below.

Table 8. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	,231	9,820		,024	,981
	Leader Behaviour	,044	,298	,028	,147	,885
	Work Atmosphere	,215	,287	,176	,749	,461
	Job Satisfaction	,455	,201	,571	2,268	,033

a. Dependent Variable: Employee Commitment

Hypothesis 1, 2, and 3

The first hypothesis is there is partial significant influence between the leader behavior, work atmosphere, and job satisfaction on employee commitment of the Secretariat of Regional House of Representatives in Pasuruan District. The results of the analysis can be explained as follows:

- 1) Leader Behaviour
The results of t-test analysis obtained the value of t = 0.147 while the value of t table = 2.064 so that t < t table, or a significance value of 0.885 > 0.05 so H1 is rejected, so it can be explained that the variable Leader Behavior (X1) has no significant effect on Employee Commitment (Y).
- 2) Work Atmosphere
The results of t-test analysis obtained the value of t count = 0.749 while the value of t table = 2.064 so that t count < t table or a significance value of 0.461 > 0.05 so H2 is rejected, and it is proven that the work atmosphere (X2) have no significant effect on employee commitement (Y).
- 3) Job Satisfaction
The results of t-test analysis obtained the value of t = 2.268 while the value of t table = 2.064 so that t > t table or a significance value of 0.033 < 0.05 so H3 is accepted, and it is proven that the Job Satisfaction variable (X3) has a significant effect on Employee Commitment (Y).

Hypothesis 4

In accordance with the statement of hypothesis 4: It is assumed that the the leader behaviour (X1), work atmosphere (X2) and job satisfaction (X3) have a simulatneously effect on employee commitment (Y) at the Secretariat of Regional House of Representatives of Pasuruan District. The results of F-test can be seen in the table 9 below.

Table 9. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	201,007	3	67,002	9,706	,000 ^b
	Residual	165,672	24	6,903		
	Total	366,679	27			

- a. Dependent Variable: Employee Commitment
- b. Predictors: (Constant), Job Satisfaction, Leader Behaviour, Work Atmosphere
Based on the table above, it can be seen that the value of Fcount = 9.706 or a significance value of 0.000 < 0.05 and F counting 9.706 > F table 2.99 so H4 is accepted, so it can be explained that the variables of Leader Behaviour (X1), Work Atmosphere (X2) and Job Satisfaction (X3) together have a significant effect on Employee Commitment (Y).

Hypothesis 5

The fifth hypothesis is that it is assumed that the job satisfaction has a dominant influence on the employee commitment of the Secretariat of Regional House of Representatives in Pasuruan District compared. Based on the t-test results on the regression coefficient for each of the independent variables and the order of the regression coefficient, the following results were obtained:

- 1) The t-test of Leader Behaviour shows that the value of t = 0.885 > alpha 0.05 with a regression coefficient value of 0.044
- 2) The t-test for work atmosphere shows that the value of t = 0.461 > alpha 0.05 with a regression coefficient value of 0.215

- 3) The t-test for job satisfaction shows that the value of $t = 0.033 < \alpha 0.05$ with a regression coefficient value of 0.455

Based on the results of the t test and the value of the regression coefficient, job satisfaction is a variable that has a dominant effect on employee commitment in the Secretariat of Regional House of Representatives in Pasuruan District. In connection with the result, the fifth hypothesis can be accepted or tested statistically..

VI. CONCLUSION

Based on the results of multiple linear regression analysis, it shows that leader behaviour, work atmosphere, and job satisfaction simultaneously or partially have a significant effect on employee work commitment at the Secretariat of Regional House of Representatives in Pasuruan District. This study also found that work atmosphere has dominant influence on employee commitment.

Work atmosphere is the state of the work environment where an organization or organization where someone works can influence the person's perspective or attitude towards superiors, co-workers and employees. Therefore, every organization has a different atmosphere, so that each employee will perceive certain conditions regarding the organizational environment in which he works.

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