



The Effect of Job Satisfaction, Transformational Leadership, and Job Stress on Organizational Commitment at PT Buana Jaya Lestari

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ARTICLE INFO

ABSTRACT

Article history:

Received: 01/12/2020

Revised: 10/12/2020

Accepted: 03/01/2021

Keywords : *Job Satisfaction, Transformational Leadership, Job Stress, Organizational Commitment*

This study aims to examine and analyze the effect of job satisfaction, transformational leadership, and job stress on organizational commitment at PT Buana Jaya Lestari. The phenomenon of increasing employee turnover, inaccurate time in completing tasks which impact on not achieving company targets, meeting with leaders is not optimal, and lack of encouragement and direction from leaders towards employees is the background of this research. The research method is a quantitative approach, this type of research is descriptive quantitative and the nature of this research is descriptive explanatory. The data analysis method is multiple linear regression analysis. The sample collection technique is saturated sampling. The research sample was 66 employees. The results of the study are partially job satisfaction has a positive and significant effect on Organizational Commitment with $t_{count} > t_{table}$ or $2.009 > 1.999$, Transformational Leadership has a positive and significant effect on Organizational Commitment with $t_{count} > t_{table}$ or $5.716 > 1.999$, and Job Stress has a positive and significant effect on Commitment. Organizations with $t_{count} > t_{table}$ or $2.465 > 1.999$. In addition, simultaneously Job Satisfaction, Transformational Leadership, and Job Stress have a positive and significant effect on Organizational Commitment with F count $(28.710) > F_{table} (2.75)$ and a significance probability of $0.000 < 0.05$.

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1. Introduction

Human resources have an important role in determining the success and achievement of company goals. In achieving these goals, human resources are required to be able to increase their work productivity for the sake of continuity and improvement of employee performance, organizational commitment, revenue, and company profits.

PT Buana Jaya Lestari is a company engaged in the sale of motorbikes. At PT Buana Jaya Lestari, it is known that employees do not have good commitment to the organization due to the mismatch of employee expectations with the reality obtained. Where in practice this company does not look after employees so that employees cannot be loyal to the company. This can be seen from the increase in employee turnover in this company.

Employee job satisfaction at this company has decreased which is marked by inaccuracy in completing tasks which results in not achieving PT Buana Jaya Lestari's company targets, lack of cooperation between co-workers which results in suboptimal work, many employees who are absent from work, and poor turnover. every month it happens.

Apart from job satisfaction, leadership also plays an active role in the level of organizational commitment. The company will hold meetings between leaders and employees every week with the agenda of the meeting are planning, developments, internal and external problems of the company and other matters faced by the company. Many employees complain that superiors find it difficult to provide encouragement to employees, do not involve employees in solving company problems and are less role models for employees in order to increase their knowledge and work skills.

Employee work stress also has an impact on organizational commitment. Job stress is an internal or external response or process that reaches physical and psychological tension to the limit or exceeds the employee's ability. Problems that cause PT Buana Jaya Lestari employees to experience stress at work are high workload, urgent work completion time, lack of supervision, poor working climate, conflict and unsatisfactory compensation. Most of the employees resigned were from the accounting and sales divisions.

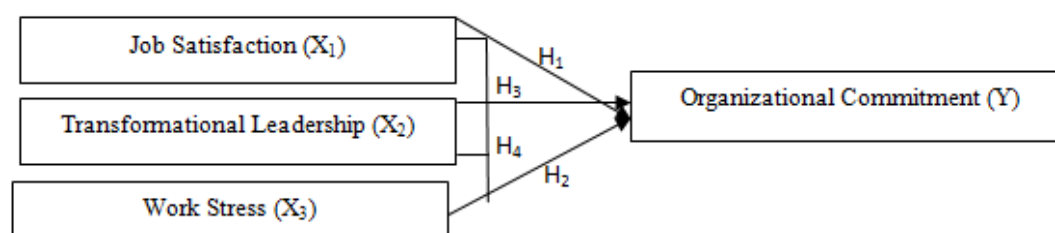


Based on the formulation of the problem above, the research objectives to be achieved are to test and analyze the effect of Job Satisfaction on Organizational Commitment at PT Buana Jaya Lestari, to test and analyze the effect of Transformational Leadership, on Organizational Commitment at PT Buana Jaya Lestari, to test and analyze the effect of Job Stress on Organizational Commitment at PT Buana Jaya Lestari and to test and analyzing the effect of Job Satisfaction, Transformational Leadership, and Job Stress on Organizational Commitment at PT Buana Jaya Lestari.

2. Research methods

The research method is a quantitative approach, this type of research is descriptive quantitative and the nature of this research is descriptive explanatory. The data analysis method is multiple linear regression analysis. The sample collection technique is saturated sampling. The research sample was 66 employees. The research was conducted at PT Buana Jaya Lestari Jalan Medan-Binjai KM 11.2.

2.1 Conceptual Framework



2.2 Research Hypothesis

According to Torang (2016: 317), "Hypotheses are temporary answers to research problems, the truth of which must be tested empirically. The hypothesis of this study is as follows:

- H1: Job Satisfaction affects Organizational Commitment at PT Buana Jaya Lestari
- H2: Transformational Leadership has an effect on Organizational Commitment at PT Buana Jaya Lestari
- H3: Job Stress affects Organizational Commitment at PT Buana Jaya Lestari
- H4: Job Satisfaction, Transformational Leadership, and Job Stress affect Organizational Commitment at PT Buana Jaya Lestari

Table 1.
Operational Definition and Variable Measurement

Research variable	Definition	Indicator	Measurement Scale
Job Satisfaction (X1)	A set of employee feelings about things that are fun or not about a job they are facing. Source: Edison, et al (2016: 213)	1. Absence 2. The desire to move 3. Employee performance 4. Co-workers 5. Employee work comfort Source: Sunyoto (2013: 123)	Likert
Transformational Leadership (X2)	Transformational leadership is a person's ability to influence other people to work towards goals and objectives. Source: Handoko (2016: 294)	1. Leaders who challenge the process 2. Provide inspirational insight together 3. Enabling others to act and participate 4. Able to be a guide 5. Motivate subordinates. Source: Darodjat (2015: 338)	Likert
Work Stress (X3)	Stress is a condition of tension that affects emotions, thought processes and a person's condition. Source: Hasibuan (2013: 204)	1. The workload is too heavy 2. Urgent working time 3. Low quality of work supervision 4. Unhealthy work climate, inadequate work authority related to responsibilities 5. Work conflict Source: Mangkunegara (2017: 157)	Likert
Organizational Commitment (Y)	Organizational Commitment is basically a person's willingness to bind himself and show loyalty to the organization because he feels he is involved in the organization". Source: Wibowo (2015: 188)	1. Indicator of affective commitment 2. Indicator continuance commitment 3. Indicator of normative commitment Source: Umam (2014: 262-265)	Likert



3. Results and Discussion

3.1 Characteristics of Research Respondents

The characteristics of the respondents in this study are

Table 2.

Respondent Characteristics		
Age	Number of Karywan	Percentage
<20 years	17	25.76
20-30 Years	26	39.39
30-40 Years	12	18.18
> 40 Years	11	16.67
Total	66	100%
Gender	Number of Karywan	Percentage
Male	42	63.64
Women	24	36.36
Total	66	100%
Education	Number of Karywan	Percentage
SMA / SMK	47	71.21
S1	11	16.67
Etc	8	12.12
Total	66	100%
Length of work	Number of employees	Percentage
> 1 year	14	21.21
1-2 Years	21	31.82
3-4 years	25	37.88
> 4 Years	6	9.09
Total	66	100%

Source: Primary data processed, 2020

Most of the respondents in this study were those aged 20-30 years. The result was that at the age of 20-30 years, they had high morale. Most of the respondents in this study were male, this is because the company requires male personnel in operational activities. The majority of SMA / SMK respondents are because they are easier to direct their work implementation. The majority of respondents who have worked for 3-4 years are 25 respondents or 37.88% and respondents who have worked for more than 4 years 6 people or 9.09% this is because companies pay less attention to employees with less promotion and lack of commitment from company.

3.2 Test Results of the Validity and Reliability of the Variable Instruments

The validity test can also be done by calculating the correlation between the score of each question item and the total score.

Table 3.

Results of the Variable Instrument Validity Test

Satisfaction		Transformational leadership		Job Stress		Organizational Commitment	
rhitung	Sig	rhitung	Sig	rhitung	Sig	rhitung	Sig
0.746	0,000	0.887	0,000	0.774	0,000	0.706	0,000
0.894	0,000	0.895	0,000	0.901	0,000	0.754	0,000
0.904	0,000	0.929	0,000	0.900	0,000	0.824	0,000
0.814	0,000	0.896	0,000	0.871	0,000	0.795	0,000
0.849	0,000	0.938	0,000	0.877	0,000	0.850	0,000
0.819	0,000	0.835	0,000	0.879	0,000	0.814	0,000
0.868	0,000	0.877	0,000	0.882	0,000		
0.901	0,000	0.640	0,000	0.936	0,000		
0.904	0,000			0.927	0,000		
0.695	0,000			0.912	0,000		

Source: Primary data processed, 2020

Has a value of rhitung that is greater than rtabel, namely 0.361 and the value of sig. below 0.05 that all question instruments are valid and can be used in research.

The following are the results of the reliability test, which are as follows:

Table 4.
Reliability Test

Variable	Cronbach's Alpha	N of Items	Information
Job satisfaction	0.951	10	Reliable
Transformational Leadership	0.954	8	Reliable
Job Stress	0.969	10	Reliable
Organizational Commitment	0.878	6	Reliable

Source: Primary data processed, 2020

The Cronbach's Alpha value of all tested variables was above 0.60, so it can be concluded that all variables in this study passed the reliability test and were declared reliable.

3.3 Classic assumption test

a. Normality test

The results of normality testing are:

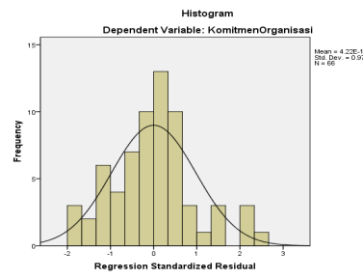


Fig 1. Histogram Normality Test

Source: Primary data processed, 2020

The histogram graph in Fig 1 shows real data forms curves that tend to be symmetrical (U) does not deviate to the left or right so it can be said that the data is normally distributed.

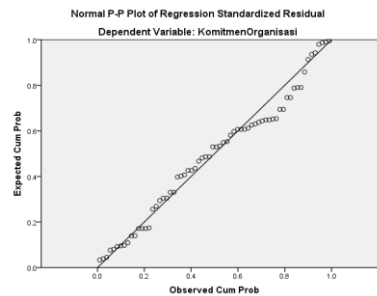


Fig 2. PP Plot Normality Test

Source: Primary data processed, 2020

Fig 2. The PP Plot Normality Graph shows that the data spreads around the diagonal line, the spread is mostly close to the diagonal line. This means that the data is normally distributed.

The following is a statistical normality test using the Kolmogorov Smirnov.

Table 5.
Kolmogorov Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		66
Normal Parameters, b	Mean	.0000000
	Std. Deviation	4.05252394
Most Extreme Differences	Absolute	.116
	Positive	.116
	Negative	-.062
Kolmogorov-Smirnov Z		.940
Asymp. Sig. (2-tailed)		.340
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary data processed, 2020

Table 5 shows a significant value of 0.340 > 0.05. Thus, the test results show that the data is normally distributed.



b. Multicollinearity Test

The following are the results of the multicollinearity test, namely:

Table 6.
Multicollinearity Test

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	.072	2,306		.031	.975		
Job satisfaction	.099	.049	.172	2009	.049	.921	1,086
Transformational Leadership	.431	.075	.556	5,716	.000	.714	1,400
Stress of Work	.162	.066	.232	2,465	.016	.763	1,311

a. Dependent Variable: Organizational Commitment

Source: Primary data processed, 2020

Table 6. shows that the tolerance value is > 0.1. The VIF value for the variable <10 indicates that Job Satisfaction, Transformational Leadership and Job Stress in this study do not occur multicollinearity.

c. Heteroscedasticity Test

Test result heteroscedasticity, namely:

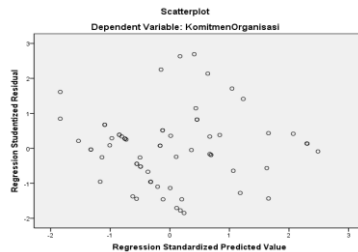


Fig 3. Heteroscedasticity Test

Source: Primary data processed, 2020

From the graph shows the dots spread with an unclear pattern both above and below the zero (0) on the Y axis, not converging in one place that there is no heteroscedasticity in the regression model.

Table 7.
Gletjer test

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2,865	1,469		1,950	.056
Job satisfaction	.021	.031	.087	.668	.506
Transformational Leadership	.039	.048	.122	.821	.415
Stress of Work	-.040	.042	-.139	-.966	.338

a. Dependent Variable: ABSUT

Source: Primary data processed, 2020

Shows a significant value > 0.05 that there is no heteroscedasticity problem.

3.4 Results of Multiple Linear Regression Analysis

The regression model used is as follows:

Table 8
Results of Multiple Linear Regression Analysis

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	.072	2,306		.031	.975		
Job satisfaction	.099	.049	.172	2009	.049	.921	1,086
Transformational Leadership	.431	.075	.556	5,716	.000	.714	1,400
Stress of Work	.162	.066	.232	2,465	.016	.763	1,311

a. Dependent Variable: Organizational Commitment

Source: Primary data processed, 2020

$$Y = 0.072 + 0.099 X_1 + 0.431 X_2 + 0.162 X_3 + e$$

The explanation of the multiple linear regression above is:



- a. A constant of 0.072 states that if there is no or constant then the variables Job Satisfaction, Transformational Leadership and Work Stress then Organizational Commitment on amounting to 0.072 units.
- b. The regression coefficient of the Job Satisfaction variable is 0.099 and is positive, this means that if each increase in the Job Satisfaction variable 1 unit will increase the dependent variable Organizational Commitment by 0.099 units assuming the other variables are constant.
- c. The regression coefficient of the Transformational Leadership variable is 0.431 and has a positive value, this means that if each increase in the Transformational Leadership variable 1 unit will increase the dependent variable Organizational Commitment by 0.431 units with the assumption that the other variables are constant.
- d. The regression coefficient of the Work Stress variable is 0.162 and is positive, this means that if each increase in the Work Stress variable 1 unit will increase the dependent variable Organizational Commitment by 0.162 units assuming the other variables are constant.

3.5 Hypothesis Determination Coefficient

Following are the results of the coefficient of determination, namely:

Table 9
Determination Coefficient Test

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0 1	.763a	.581	.561	4.14941	

a. Predictors: (Constant), Job Stress, Job Satisfaction, Transformational Leadership
 b. Dependent Variable: Organizational Commitment

Source: Primary data processed, 2020

The coefficient of determination test results obtained an Adjusted R Square value of 0.561, this means 56.1% of the variation in the Organizational Commitment variable which can be explained by variations in the variables of Job Satisfaction, Transformational Leadership and Job Stress while the rest is 43.9% (100% - 56, 1%) is explained by other variables not examined in this study, such as work conflicts, promotion, work motivation and so on.

3.6 Partial Hypothesis Testing (t test)

Following are the partial test results:

Table 10
Partial Test (t test)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.072	2,306		.031	.975
	Job satisfaction	.099	.049	.172	2,009	.049
	Transformational Leadership	.431	.075	.556	5,716	.000
	Stress of Work	.162	.066	.232	2,465	.016

Source: Primary data processed, 2020

The t-table value for the 0.05 probability in degrees of freedom (df) = 66-4 = 62 is 1.999. Thus the results of partial hypothesis testing can be explained as follows:

- a. The results of the calculation of the partial hypothesis testing obtained tcount> ttable or 2.009> 1.999 and the significance obtained was 0.049 <0.05, means that Ha is accepted and Ho is rejected, namely partially Job Satisfaction has a positive and significant effect on Organizational Commitment.
- b. The results of the calculation of the partial hypothesis testing obtained tcount> ttable or 5.716> 1.999 and the significant obtained was 0.001 <0.05, means that Ha is accepted and Ho is rejected, namely partially Transformational Leadership has a positive and significant effect on Organizational Commitment.
- c. The results of the calculation of the partial hypothesis testing obtained tcount> ttable or 2.465> 1.999 and the significant obtained was 0.002 <0.05, means that Ha is accepted and Ho is rejected, namely partially Job Stress has a positive and significant effect on Organizational Commitment.

d. Simultaneous Hypothesis Testing (Test F)

The F statistical test, namely

Table 11
Simultaneous Test (Test F)
ANOVA b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1482,948	3	494,316	28,710	.000a



ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Residual	1067,492	62	17,218		
Total	2550,439	65			

a. Predictors: (Constant), Job Stress, Job Satisfaction, Transformational Leadership
b. Dependent Variable: Organizational Commitment

Source: Primary data processed, 2020

The test results show that the value of F count (28.710) > F table (2.75) and a significance probability of 0.000 < 0.05, meaning that H_a is accepted and H_o is rejected, namely that simultaneously Job Satisfaction, Transformational Leadership, and Job Stress have a positive and significant effect on Organizational Commitment to PT Buana Jaya Lestari.

3.7 Discussion

The results of the calculation of the partial hypothesis testing obtained $t_{count} > t_{table}$ or $2.009 > 1.999$ and the significance obtained was $0.049 < 0.05$, means that partially Job Satisfaction has a positive and significant effect on Organizational Commitment. These results are in line with research conducted by Basari (2015) which states that partially Job Satisfaction has a positive and significant effect on Organizational Commitment. According to Edison et al (2016: 226), "Followers feel obliged to the success of the team and are dedicated to the functioning of relationships at a high level. Followers are committed to working at a high level of performance because no one individual wants to let the team go down". It was found in a positive and significant study that Job Satisfaction has an effect on Organizational Commitment. Employee job satisfaction at this company has decreased which causes a decrease in job satisfaction which is reflected in the lack of accuracy and timeliness in completing tasks which have an impact on not achieving the company's target of PT Buana Jaya Lestari. This is due to a lack of cooperation between co-workers which results in suboptimal work, a large number of employees who are absent from work and turnover that occurs every month, which reflects the low job satisfaction of employees.

The results of the calculation of the partial hypothesis testing obtained $t_{count} > t_{table}$ or $5.716 > 1.999$ and the significant obtained was $0.001 < 0.05$, means that partially Transformational Leadership has a positive and significant effect on Organizational Commitment. These results are in line with research conducted by Sari (2014) which states that Transformational Leadership has a positive and significant effect on Organizational Commitment. According to Darodjat (2015: 333), relationship-oriented leaders tend to perform best in situations that are quite favorable. It was found in a positive and significant study that Transformational Leadership has an effect on Organizational Commitment. In leadership in this company every month a meeting is planned to discuss planning, developments and problems that are being faced by the company. Many employees complain that superiors find it difficult to provide encouragement to employees,

The results of the calculation of the partial hypothesis testing obtained $t_{count} > t_{table}$ or $2.465 > 1.999$ and the significant obtained was $0.002 < 0.05$, means that partially Job Stress has a positive and significant effect on Organizational Commitment. These results are in line with research conducted by Noviansyah and Zunaidah (2011) which states that Job Stress has a positive and significant effect on Organizational Commitment. According to Sunyoto (2013: 215), stress experienced by employees due to the environment they face will affect organizational commitment and job satisfaction. So that management needs to improve the quality of the organizational environment. It was found in a positive and significant study that Transformational Leadership has an effect on Organizational Commitment. Problems that cause PT Buana Jaya Lestari employees to experience stress at work, such as the workload felt by too many employees, pressure from their superiors to always work quickly. or employee work turnover has increased every month.

4. Conclusion

The results of this study concluded that In partial hypothesis testing, the value of $t_{count} > t_{table}$ or $2.009 > 1.999$ is obtained and the significant value is $0.049 < 0.05$, means that partially Job Satisfaction has a positive and significant effect on Organizational Commitment. The results of the calculation of the partial hypothesis testing obtained $t_{count} > t_{table}$ or $5.716 > 1.999$ and the significant obtained was $0.001 < 0.05$, means that partially Transformational Leadership has a positive and significant effect on Organizational Commitment. The results of the calculation of the partial hypothesis testing obtained $t_{count} > t_{table}$ or $2.465 > 1.999$ and the significant obtained was $0.002 < 0.05$, means that partially Job Stress has a positive and significant effect on Organizational Commitment. The test results obtained F count (28.710) > F table (2.75) and a significance probability of 0.000 < 0.05, meaning that simultaneously Job Satisfaction,

Transformational Leadership, and Job Stress have a positive and significant effect on Organizational Commitment at PT Buana Jaya Lestari. .

The suggestions that can be given to the company are for the company to increase employee job satisfaction by increasing employee compensation, improving the way superior leadership encourages employees, reducing employee work stress by improving employee job descriptions. For the next researcher to do research with different variables and a bigger research place.

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