



The influence of job satisfaction and leadership style on organisational commitment in the BRIMOB Unit of the Jambi Regional Police

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ABSTRACT

This study aims to analyze the effect of job satisfaction and leadership style on organizational commitment in the Jambi Regional Police Brimob Unit. Job satisfaction and leadership style are known as key factors that influence an individual's level of commitment to the organization where they work. The research method used is quantitative with a descriptive approach. Data were collected through questionnaires and analyzed using Multiple Linear Regression Analysis with 45 respondents. The results showed that job satisfaction has a significant effect on organizational commitment in the Jambi Police Brimob Unit. The more satisfied members are with their jobs, the higher their level of commitment to the organization. In addition, leadership style also has a positive and significant effect on organizational commitment. These results provide important insights into the factors that influence organizational commitment in the work environment. This study has important practical implications. Management can use the results of this study to develop strategies that increase job satisfaction and the effectiveness of leadership styles in the Brimob Unit. Members who are committed to the organization tend to be more productive and contribute positively to the success of the agency. Therefore, understanding and managing these factors can contribute to the achievement of organizational goals. Thus, this study highlights the importance of human resource development, leader training, and effective human resource management in supporting stronger organizational commitment in the work environment of the Brimob Unit.

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1. INTRODUCTION

Human resources are the most important asset of an organisation because of their role as implementers of the organisation's policies and operational activities (Darmawan et al., 2020; Malik et al., 2020; Sinambela et al., 2022). In order for an organisation to continue to exist, it must be brave enough to face the challenges and implications of facing change and winning the competition (Maisyura et al., 2022; Mansaray, 2019). Resources owned

by the organisation such as capital and methods cannot provide optimum results if not supported by human resources who have optimum performance. Human resources must be considered, maintained, defended and developed because they are the driving factor in an organisation. Therefore, it is necessary to apply organisational commitment in every employee. According to (Griffin, 2018) is an attitude that reflects the extent to which an individual knows and is attached to his organisation. Employees who feel more committed to the organisation have reliable habits, plan to stay longer in the organisation, and devote more effort to work. Organisational commitment according to (P. S. and T. A. J. Robbins, 2009) is the degree to which an employee sides with an organisation and its goals and desires to maintain membership in the organisation. to maintain his membership in the organisation. The same is the case with (Rivai, 2018) opinion which says that organisational commitment is a state of an employee siding with a particular organisation and its goals. (Luthans, 2014) states that commitment is an attitude that reflecting employee loyalty to an organisation that processes on an ongoing basis, then it is necessary to instil commitment in employees.

Every human being has needs in life. The desire to fulfil these needs is what drives humans to carry out various activities. The needs that humans have are very diverse. One person's satisfaction with one another will vary. Job satisfaction is one of the factors that is very important to get optimal work results. A person with a high level of job satisfaction has a positive attitude towards his job, while someone who is not satisfied with his job will have a negative attitude towards the job. (Mathis, 2016) job satisfaction is a positive emotional state from evaluating one's work experience. According to (Kreitner, 2013) job satisfaction is "an effective or emotional response to various aspects of work. According to (Sutrisno, 2018) Job satisfaction is a pleasant or unpleasant emotional state for employees looking at their own work. According to (Robbins, P. S dan Judge, 2017) job satisfaction as a positive feeling about one's job which is the result of an evaluation of its characteristics. Each individual has different characteristics, the level of satisfaction is also different. Meanwhile, according to (Siagian, 2017) suggests that job satisfaction is the general attitude of an employee towards his job. This means that in general, someone who is satisfied with his job has a positive attitude towards the organisation where he works.

In addition to job satisfaction, leadership style can also be one of the causal factors that can affect organisational commitment. Positive leadership behaviour will encourage members to do work beyond their formal duties and will always support organisational goals with all their abilities. If the leader does not conduct internal relations with members properly, employees will feel uncomfortable working, and are not loyal to their agency or organisation. Every organisation needs a driver to face and anticipate every dynamic change, namely, a capable and experienced leader to bring the organisation. Leaders in mobilising resources can apply their leadership style in accordance with the needs of the organisation. Leadership plays a major role in understanding group behaviour group behaviour, as it is the leader who usually provides direction to achieve the group's goals (S. P. Robbins, 2018). According to (Rivai, 2018), leadership style is a set of strategies that a leader uses to influence employees so that organisational goals are achieved or it can also be said that leadership style is a pattern of strategies or patterns of behaviour that are preferred and often applied by a leader. Meanwhile, according to (Hasibuan, 2014), leadership style is a way that a leader can influence employees, so that they want to work together and work productively to achieve organisational goals. productively to achieve organisational goals. Leadership is the main key in management that plays an important and strategic role in the survival of an agency. Therefore, the leader of an agency organisation is required to always be able to create conditions that can satisfy employees at work so that employees are not only able to work but also willing to work towards achieving agency goals. In every agency must have a leader in leading the agency, because the leader here is tasked with taking quick action against the agency he manages in order to compete with competitors. Not only that, the leader also organises his employees to work

as he expects. A good leader is a leader who cares about all his employees, work-wise and personally.

The brimob corps of the Jambi regional police is an agency under the auspices of the Republic of Indonesia police. The Brimob Corps has an important role to realise public trust (trust building) for the successful implementation of the Brimob Corps' duties in order to provide protection, protection and services as well as maintain security and public order. The Indonesian Police Brimob Corps as the main executive of the Indonesian Police Headquarters that specialises in handling high-intensity and high-level crimes, has a long history of service in defending and protecting the Indonesian nation. Throughout its journey, the Indonesian Police Brimob has contributed to the history of the nation's struggle, both in winning independence and fighting rebels in the early days of the Republic of Indonesia. The Brimob Corps of the Republic of Indonesia Police is also inseparable from the duties of the Republic of Indonesia Police in maintaining domestic security and order. From the results of the observations made by the author, it appears that the organisational commitment of the personnel of the Jambi Regional Police Brimob Unit is still low, marked by personnel who have a side job if it is percented as much as 55% and personnel who put aside their main job at the agency as much as 60%. This is thought to be caused by low employee job satisfaction. Indications of job satisfaction when presented are also still relatively low because there are around 80% of personnel who feel dissatisfied.

2. RESEARCH METHOD

Type of Research

The research method used is quantitative with a descriptive approach. (Darmadi, 2013) reveals that the descriptive approach is a research method that describes and interprets objects as they are. The descriptive approach aims to see the effect of job satisfaction and leadership style on Organisational Commitment in the Jambi Regional Police Brimob Unit.

Data Type and Source

The type of data in this study is primary data, namely research data obtained or collected directly from the original source (without intermediaries). According to (Sugiyono, 2017) primary sources are data sources that directly provide data to data collectors. Meanwhile, the primary data sources in this study were obtained from answers to questionnaires distributed to respondents. In addition, the data used in this study also comes from various literatures such as previous research, and books related to the problem under study. The types and sources of data used in the research are as follows:

a. Primary data

According (Arikunto, 2015), primary data is data collected through the first party. Primary data in this study are questionnaires and field research.

b. Secondary Data

According to (Sugiyono, 2015), secondary data is data collected through second parties. In this study, secondary data sources are literature, articles, journals and sites on the internet related to the research conducted.

Data Analysis Technique

The data obtained from the research instrument were analysed qualitatively and quantitatively. Data analysis aims to see the effect of job satisfaction and leadership style on organisational commitment. The analysis carried out is validity analysis, instrument reliability, descriptive analysis, analysis of pre-requisite tests, namely normality test, multicollinearity and heteroscedasticity test, multiple linear regression test and hypothesis testing.

Multiple Linear Regression Analysis

The multiple linear regression equation is used to see the effect of each independent variable of job satisfaction and leadership on organisational commitment using multiple linear regression tests. In regression analysis, in addition to measuring the strength of the influence between two or more variables, it also shows the direction of influence between the dependent variable and the independent variable (Ghozali, 2016). The equation form of multiple linear regression is:

$$Y = a + b_1x_1 + b_2x_2 + e \quad (1)$$

Description:

Y = Organisational commitment

a = constant, the value of Y is a, when X = 0

b₁, b₂ = Coefficient of each variable

X₁ = Job satisfaction variable

X₂ = Leadership style variable

e = standard error

Hypothesis Testing

After conducting descriptive statistical tests and classical assumption tests in the regression model, the next step is to test the hypothesis by conducting the coefficient of determination test (adjusted R²) and the t statistical test (t test):

T test

(Idris, 2014) states that the t-test is used to determine the effect of each independent variable on the dependent variable. This test is done with the t test, namely comparing t count with t table. This test is carried out with the following conditions:

- If t count < than t table, H₀ is accepted, which means that there is a significant effect of the independent variable on the dependent variable partially.
- If t count > from t table, H₀ is rejected, which means that there is no significant effect of the independent variable on the dependent variable partially.

F test

According to (Priyatno, 2017), the simultaneous effect test is used to influence whether the independent variables jointly or simultaneously affect the dependent variable. This F statistical test is carried out by comparing the Fcount value with Ftable at df = k, n-k-1, at a certain significant level. If Fcount is greater than Ftable, then the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted, whereas if Fcount is less than Ftable, then the null hypothesis (H₀) is accepted, and the alternative hypothesis (H_a) is rejected (Ghozali, 2016).

Test Coefficient of Determination (R²)

After the correlation is calculated, it can be continued by calculating the coefficient of determination. The coefficient of determination (KD) is the percentage of the influence of the independent variable (X₁, X₂) on the independent variable (Y). In use, this coefficient of determination is expressed in percentage (Sugiyono, 2005). To find out how much influence the independent variable independent variable on the dependent variable partially used the coefficient of determination (KD) with the formula as follows determination (KD) with the following formula:

$$KD = r^2 \times 100\% \quad (2)$$

Description:

KD = Coefficient of Determination

r² = Regression Coefficient

3. RESULTS AND DISCUSSIONS

Multiple Linear Regression

Based on the results of multiple linear regression calculations, it can be seen from the coefficients test results based on SPSS Version 25 output. The effect of Job Satisfaction (X1) and Leadership Style (X2) on Organisational Commitment (y) in the Jambi Regional Police Brimob Unit can be seen in the following table.

Table 1. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	72.589	8.483		
Job Satisfaction	.619	.151	.567	3.210	.003
Leadership Style	.506	.169	.412	2.993	.005

a. Dependent Variable: KO

Source: Data processed, 2023

Based on table 1 above, the multiple linear regression equation is as follows:

$$Y = 72,589 + 0,619x_1 + 0,506x_2 \quad (3)$$

1. The constant value (a) is positive at 72.589, meaning that if the Job Satisfaction and Leadership Style variables are constant or zero, then Organisational Commitment is positive at 72.589.
2. The coefficient value of the Job Satisfaction variable is positive 0.619, meaning that every increase in the Job Satisfaction variable, there is a tendency for an increase in Organisational Commitment in the Jambi Regional Police Brimob Unit.
3. The coefficient value of the Leadership Style variable is positive 0.506, meaning that every increase in the Leadership Style variable, there is a tendency for an increase in Organisational Commitment in the Jambi Regional Police Brimob Unit.

Hypothesis Test

T-test

To determine the level of significance of the partial influence between Job Satisfaction and Leadership Style on Organisational Commitment in the Jambi Police Brimob Unit, the t1 test is used. The significance test is carried out for two directions with an alpha level of 0.05, the number of respondents is 45 people, then the degree of freedom or $df = n - k$ or $45 - 3 = 42$. So that a t-table value of 2.418470 can be obtained. The t-count value can be seen from the following table:

Table 2. T-test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	72.589	8.483		
Job Satisfaction	.619	.151	.567	3.210	.003
Leadership Style	.506	.169	.412	2.993	.005

a. Dependent Variable: KO

Source: Data processed, 2023

Based on the calculation results in table 2 above, it can be explained as follows:

1. Job Satisfaction has a positive and significant effect on Organisational Commitment, this is evidenced by the results of the calculation of $t\text{-count} > t\text{-table}$ ($3,210 > 2,418470$) and a significance value of $0.003 < 0.05$. Thus, H_0 is rejected and H_a is accepted, meaning that there is a positive and significant influence between Job Satisfaction on Organisational Commitment in the Jambi Police Brimob Unit.
2. Leadership Style has a positive and significant effect on Organisational Commitment, this is evidenced by the results of the calculation of $t\text{-count} > t\text{-table}$ ($0.2993 >$

2.418470) and a significance value of $0.005 < 0.05$. Thus, H_0 is rejected and H_a is accepted, meaning that there is a positive and significant influence between Leadership Style on Organisational Commitment in the Jambi Regional Police Brimob Unit.

F-Test

Based on the results of the calculation, the following table shows the effect of Job Satisfaction and Leadership Style on Organisational Commitment in the Jambi Regional Police Brimob Unit simultaneously.

Table 3. F-Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.296	2	101.648	5.420	.008 ^b
	Residual	787.681	42	18.754		
	Total	990.978	44			

a. Dependent Variable: KO

b. Predictors: (Constant), GK, KK

Source: Data processed, 2023

From the table above, it can be explained that at a significance level of 0.05 and degrees of freedom $df = n - k$ or $45 - 3 = 42$, the F-table is 3.22. Based on the results of the above calculations, the $F\text{-count} > F\text{-table}$ ($5.420 > 3.22$) and the significance level is $0.008 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that Job Satisfaction and Leadership Style have a positive and significant effect on Organisational Commitment in the Jambi Regional Police Brimob Unit.

Discussions

The Effect of Job Satisfaction on Organisational Commitment in the Jambi Regional Police Brimob Unit

The results showed that Job Satisfaction has a significant effect on Organisational Commitment of the Jambi Police Brimob Unit. This shows that the high level of job satisfaction of personnel in an agency will have a positive effect on organisational commitment. The higher the level of job satisfaction in the agency, the higher the desire of personnel to remain committed in the agency. Job satisfaction and organisational commitment tend to influence each other. What this finding suggests is that people who are relatively satisfied with their jobs will be more committed to the organisation and people who are committed to the organisation are more likely to have greater satisfaction. A person who is dissatisfied with their job or who is less committed to the organisation will be seen to be withdrawing from the organisation either through absenteeism or turnover. The results of this study are in line with research conducted by (Dolatabadi, H. R., & Safa, 2010) whose research results state that job satisfaction affects the Organisational Commitment of PG Kebet Baru Malang employees and research conducted by (Dalkrani & Dimitriadis, 2018) Job satisfaction is inherently intertwined with organisational commitment

The Effect of Leadership Style on Organisational Commitment in the Jambi Regional Police Brimob Unit

The next hypothesis states that Leadership Style has a significant influence on the Organisational Commitment of the Jambi Police Brimob Unit. The results of (Wazirman et al., 2021) show that leadership has a significant positive effect on performance. High employee performance will also affect organisational commitment because a leader faces situations that require the application of his leadership style. Leadership style application can go through several processes such as: understanding the leadership style, diagnosing a situation, applying a leadership style that is relevant to the demands of the situation or

by changing the situation to suit the leadership style. The leadership style is complemented by the attitudes of leaders who are able to provide good work implementation instructions to subordinates, always supervise subordinates in completing tasks, always evaluate good and bad work results, the ability of leaders to convey creative ideas, the assertiveness of leaders towards subordinates, the ability to make the right decisions, and the participation of leaders in completing tasks. This will encourage members' commitment to the organisation that houses them. The results of this study are in line with research conducted by (Raharjo & Nafsiah, 2006) with the results of research on Leadership Style has a significant effect on Empirical Organisational Commitment at the Kendal Regency Religious Department and the Semarang City Religious Department, and research conducted by (Zhao et al., 2015) with the results of research on Leadership Style affects Organisational Commitment.

The Effect of Job Satisfaction and Leadership Style on Organisational Commitment in the Jambi Police Brimob Unit

Based on the results of the F test, it shows that the value of $F_{hitung} > F_{tabel}$ ($5.420 > 3.22$) and the significance level is $0.008 < 0.05$. Thus Job Satisfaction and Leadership Style have a positive and significant effect on Organisational Commitment in the Jambi Police Brimob Unit. In the coefficient of determination test, the R^2 value is 0.766 or 76.6%. This value indicates that the independent variables, namely Job Satisfaction and Leadership Style, affect the dependent variable Organisational Commitment by 76.6% while the remaining 23.4% is explained by other factors besides the factors proposed in this study. Organisational commitment is the desire of some workers to remain members of the organisation. Organisational commitment affects whether an employee remains a member of the organisation (retained) or leaves the organisation (Wazirman et al., 2021).

4. CONCLUSION

Based on the results of descriptive and statistical analyses, the following conclusions were obtained: 1). Job Satisfaction has a positive and significant effect on Organisational Commitment in the Jambi Police Brimob Unit. 2). Leadership style has a positive and significant effect on Organisational Commitment in the Jambi Police Brimob Unit, 3). Job Satisfaction and Leadership Style have a positive and significant effect on Organisational Commitment in the Jambi Police Brimob Unit, 4). The magnitude of the influence between Job Satisfaction and Leadership Style on Organisational Commitment in the Jambi Police Brimob Unit is 76.6%. While the remaining 23.4% is influenced by other factors. suggestions that I can give to this research are In conducting further research, it is better to add other factors that have a relationship with Organisational Commitment to increase the accuracy of this research. For further researchers, they can use other variables to find out what variables affect organisational commitment.

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