

THE INFLUENCE OF SERVANT LEADERSHIP, ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION

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Abstract: Servant Leadership has a central role in organizational and group life. Changes in the organizational environment that are increasingly complex and competitive, require every organization and company to be more responsive in order to be able to survive and continue to develop. Organizational Commitment is no less important, because an organizational commitment shows a person's effort in identifying his involvement in a part of the organization. This study aimed to determine and analyze the influence of servant leadership and Organizational Commitment on the job satisfaction of employees of PT. Putra Inti Cemerlang. This research was conducted to study the relationship between variables in the population, through data on the relationship between variables in the sample. This research is a quantitative study, with multiple regression models. The statistical test of this study used SPSS 23. The results obtained were that there was an influence either partially or jointly between servant leadership and organizational Commitment to job satisfaction. Future research is expected to add other independent variables or add moderator and intervening variables.

Keywords: Servant Leadership, Organizational Commitment, Job Satisfaction

INTRODUCTION

Humans are social creatures who always try to actualize and realize themselves to find and develop their respective identities. For this reason, each individual requires a variety of assistance or cooperation from other individuals, so it can be said that humans cannot live alone without the help of others. In such circumstances, humans try to organize their togetherness, both in small and large groups. Job satisfaction or employee dissatisfaction will appear depending on the difference between what is expected in doing something. Conversely, if what the employee gets is lower than what is expected, it will cause the employee to feel dissatisfied. Moreover, Sometimes executives or leaders think that by fulfilling compensation, job satisfaction will follow. The problem of job satisfaction is a matter of concern for management. It can be seen from the decreasing absentee level. The following is a table of decreasing attendance at PT. Putra Inti Cemerlang.

Table 1.
Recapitulations of Attendance and Absence of Employees
PT. Putra Inti Cemerlang

Year	Number of Employees	Number of Working Days	Presence	Absence
2017	102	312	90,60 %	10,40 %
2018	105	312	84,70 %	16,30 %
2019	105	312	81,45 %	19,55 %

Source: Human Resources Division of PT. Putra Inti Cemerlang

Organizational Commitment is no less important, because an organizational commitment shows a person's effort in identifying his involvement in a part of the organization. Organizational Commitment is built based on workers' trust in organizational values, employee willingness to help realize organizational goals, and loyalty to remain a member of the organization. Therefore, organizational Commitment will create a sense of belonging (sense of belonging) for workers to the organization. If workers feel that existing organizational values bind them, they will feel happy at work to increase their performance. In an organization, there is also a belief that organizational Commitment can increase job satisfaction.

On the other hand, the need for employees to fulfill their desires is increasing. Employees work hoping that they will get a wage/salary to meet their very complex life needs. Besides, meeting the needs of employees for service and appreciation by superiors for the work performance they produce following the principle of justice can lead to job satisfaction from what they provide to their company. So that if employees are satisfied with what they have done for the company, it would be even better if the company aligns with existing commitments within the company. Meanwhile, according to Robbins & Coulter (2009: 301) states that, "job satisfaction refers to a person general attitude towards his or job" (job satisfaction is a person's general attitude towards his job).

In previous research conducted by Chasanah, Nur (2008) entitled "Analysis of the Influence of Empowerment, Self Efficiency and Organizational Culture on Job Satisfaction in Improving Employee Performance of PT. Mayora Tbk Regional Central Java and DIY "concluded that self-efficacy and organizational culture have an effect on job satisfaction and employee performance. Job satisfaction has a positive effect on employee performance. In comparison, empowerment has no effect on job satisfaction or employee performance.

Everyone who works expects to get satisfaction from the place where he works. Basically, job satisfaction is an individual thing because each individual will have different satisfaction according to the values that apply to each individual. The more aspects of work that are following the individual's wishes, the higher the level of perceived satisfaction.

Job satisfaction is a pleasant feeling that results from the perception that a person's job fulfills or makes it possible to fulfill important work values (Noe 2011: 24). Meanwhile, according to Robbins and Judge (2008: 107), job satisfaction is a positive feeling about a person's job, which results from an evaluation of his characteristics. Setiawan and Ghazali (2006: 159) job satisfaction is a pleasant or positive emotional condition that comes from someone's assessment of his job or work experience.

Employees' dissatisfaction with the compensation received from the organization where they work will have a bad impact if it is not properly addressed or resolved, such as many employee complaints that tend to be negative, individual performance decreases, high levels of absenteeism, employee strikes, etc. Sunyoto, 2012: 33)

According to experts, from various theories of job satisfaction, it can be concluded that job satisfaction is a positive feeling about one's job, which is the result of evaluating its characteristics. High job satisfaction is a feature of a well-managed organization and is basically the result of effective leadership. According to A.A Prabu Mangkunegara (2009), argues that there are four theories of job satisfaction, including:

1. Balance Theory: This theory says that all the values received by employees can support the implementation of work. For example, education, experience, skills, business, personal equipment, and working hours.
2. Difference Theory: According to this theory, measuring job satisfaction can be done by calculating the difference between what should be and what the employee feels, or what is obtained and what the employee expects.

Factors Affecting Job Satisfaction According to Sutrisno (2009: 80), several factors affect job satisfaction, namely: 1.) Psychological factors, 2.) Social factors, 3.) Physical factors, 4.) Financial factors. Some of the job satisfaction coherences, according to Kreitner and Kinicki (2010: 226), are motivation, work involvement, organizational citizenship behavior, organizational Commitment, absence, turnover, feelings of stress, job performance.

Servant Leadership

Servant Leadership is a leadership style that originates from sincere feelings that arise from within the heart that will serve, which is to be the first to serve (Waddell, J.T, 2006). The leader must see himself as a servant. Leaders must put the needs of their followers above their own by helping individuals to grow and develop as human beings (Greenleaf, 2002). Page & Wong (2000) define servant Leadership as a leader who is willing to serve others by seeking development and well-being to fulfill a common goal. Servant leaders behave ethically, encouraging and empowering followers to grow and succeed personally and professionally (Russell & Stone, 2002). Greenleaf (2002:112) explains that there are several indicators of servant Leadership, including:

- a. Altruistic Calling, which describes the leader's strong natural desire to serve others.
- b. Emotional Healing, which describes a leader's commitment and skills to improve and restore the spirit of subordinates from trauma or suffering.
- c. Wisdom describes, the leader who is easy to catch the signs in his environment, so understand the situation and understand the situation's implications.
- d. Persuasive Mapping, which describes the extent to which the leader has the skills to map problems and conceptualize opportunities that can be taken and can convince someone to do something without being forced by giving reasonable reasons.
- e. Organizational Stewardship, which describes the extent to which the leader prepares the organization to make a positive contribution to its environment.

Servant Leadership focuses on how a leader can serve his followers. Leaders who apply Servant Leadership will build trust, a sense of fairness, and sympathy from employees. An open, caring, visionary, objective, and wise servant leader's attitude will influence employees to improve performance. Aspects of job satisfaction include job content, management, co-workers, promotions, and supervisors to effectively influence work.

Organizational Commitment

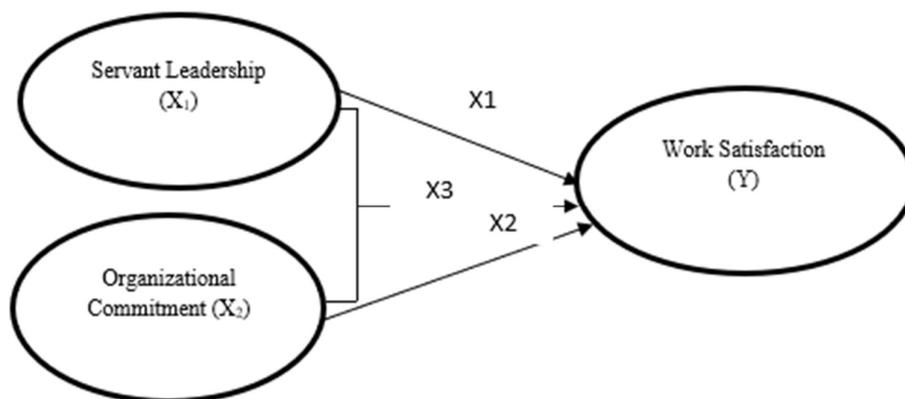
According to Robbins and Judge (2008: 100), Commitment is the degree to which an employee side with an organization and its goals and desires to maintain membership in the organization. Meanwhile, according to Mathis and Jackson (2006: 122), organizational Commitment is the level to which employees believe in accepting organizational goals and desire to stay with the organization. This Commitment can also be interpreted as a positive

emotional boost. Employees who want their career to advance are committed to pursuing excellence and achieving achievement, and employees who feel important to service are committed to increasing competence. It is an expression that shows that they trust and care about the organization. Without Commitment, employees or employees do not have the maximum effort in increasing competence and low motivation in achieving company or organizational goals.

Multidimensional Commitment, according to Luthans in Arfan (2010: 55), organizational Commitment is multidimensional, so there is a development of support for the three proposed component models. The three dimensions are: 1.) Effective Commitment: is an employee's emotional connection, identification, and involvement in the organization. 2.) Commitment to continuity; is a commitment based on the employee's departure from the organization. It may be due to loss of seniority over promotion or benefits. 3.) Normative Commitment is a feeling of obligation to be in the organization because it has to be; it is the right thing to do.

The Commitment of employees or employees to the organization is very dependent on the extent to which personal needs and goals are met. According to Emron Edison (2016: 225), four factors affect organizational Commitment: Logical factors, environmental factors, expectation factors, emotional bonding factors. Overall, the framework of thinking of the influence of servant leadership (X1) and organizational commitment (X2) on job satisfaction (Y) at PT. Putra Inti Cemerlang, Sunter Jakarta Utara can be described as follows

Picture 1. Conceptual Framework



METHOD

In this research, the type of research used in this research is associative research. Where the authors try to determine the relationship between two or more variables, the variables in this study are the influence of servant leadership (X₁) and organizational Commitment (X₂), while job satisfaction is the dependent variable (Y). The variable measurement indicators in this study based on:

1. Job Satisfaction (Robbin & Judge, 2008):
 - a. Rewards
 - b. The work itself
 - c. Promotion opportunities
 - d. Co-workers

- e. Supervision
2. Servant Leadership (Liden et al, 2008):
 - a. Form a concept
 - b. Emotions
 - c. Prioritizing followers
 - d. Helping followers grow and Succeed
 - e. Behave Ethically
 - f. Empowering
 - g. Creating value for society
3. Organizational Commitment (Luthans, 2007):
 - a. Affective
 - b. Continuous
 - c. Normative

The population of this study was all employees of PT. Putra Inti Cemerlang, as many as 105 employees. In this study, the sample used was a saturated sample or called a census, with a total of 105 employees. In this study, the authors used a data collection method with a questionnaire with lists of questions or statements submitted to respondents to answer them. The questions or statements in the questionnaire are closed, meaning that the answer chosen by the respondent is not allowed to provide answers beyond the answers given. Data analysis is an activity after data from all respondents are collected. The activity of the data results is to classify the data based on the variables from all respondents, present the data for each variable studied, perform calculations to answer the problem formulation, and perform calculations to test the hypothesis that has been proposed. To determine the questionnaire assessment of respondents, the authors use: The Likert scale is widely used in HR research that uses survey methods to measure employee attitudes, employee perceptions, employee satisfaction levels, or measure employee feelings. The data analysis method used in this research is the statistical analysis method, which is calculated using SPSS (statistical product and service solution) version 23 Data Quality Test, tested by: Validity and Reliability Test, Classical Assumption Test, Multicollinearity Test, Heteroscedasticity Test, Normality test. Hypothesis testing was tested by a partially significant test (t statistical test), then a significant simultaneous test was carried out (statistical F test).

RESULTS

PT. Putra Inti Cemerlang is a national private company engaged in construction services, especially mechanical and electrical works. This company focuses on mechanical work, including work on air conditioning systems, piping and sanitation systems, fire systems, boiler systems, compressor systems, and wastewater treatment systems. Meanwhile, the electrical work includes the field of work on power generation and distribution systems, lighting systems, telecommunications systems, visual systems, sound systems, fire detection systems, lightning protection systems, and security systems.

This company was founded on June 26, 2003. In its relatively young age and supported by experienced management and experts, PT. Putra Inti Cemerlang can complete work following predetermined time and specifications. The company owners of this agency consist of the

Board of Commissioners, Commissioners, President Director, and Directors. The company is led by a managing director and assisted by three directors: the finance director, operational director, and technical director. All of this is in charge of the agencies under it. Addressed at Jl. Griya Utama Sunter Agung, North Jakarta.

Based on the validity and reliability testing, it was found that the results of the validity test were valid and reliable. The results of the multicollinearity test show that the VIF (Variance Inflation Factor) value of 1.358 is less than 10 and the tolerance value of 0.737 is above 0.1 in all variables used in the study. It shows no perfect or near-perfect linear relationship between the independent variables. The regression model in this study did not find multicollinearity problems and had met the prerequisites of a good regression model.

The results of the Heteroscedasticity Test are based on the scattering Scatter Plot so that it can be said that this study does not contain heteroscedasticity. The points contained in the graph spread randomly, and do not form a clear pattern, and are spread either above or below the number 0 on the Y-axis. It shows that the variables contained in this study do not experience heteroscedasticity problems. The data normality test is carried out to see whether the data is normally distributed or not. The data normality test was performed using the Kolmogorov-Smirnov test. The test results show the Asymp. Sig. (2-tailed) of 0.200. It shows that the value of Asymp. Sig. (2-tailed) is greater than 0.05. So it can be concluded that the data in this study have a regression model that is normally distributed.

Hypothesis testing is intended to find out the truth of the hypothesis itself. The truth of the hypothesis is defined as a statement regarding the state of the population (parameters) which will be tested for truth based on the data obtained from the research sample (statistics), so it can be concluded that basically, hypothesis testing is estimating population parameters based on sample data. In testing the hypothesis, the term error rate is known, from now on referred to as the level of significance or level of significance, in this study using a significance level (error rate) of 5%. Hypothesis testing with a t-test basically shows how far the influence of one explanatory variable is in explaining the dependent or bound variable variation.

Table 3
Hypothesis Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.962	5.167		.960	.343
X1	.658	.139	.569	4.729	.000
X2	.357	.136	.315	2.619	.013

Source: data is processed with SPSS 23

Based on table 3, it is known that the tcount value is 4.729, where the tcount value is greater than the t table (df = 38, $\alpha = 0.05$) of 2.024 or $4.729 > 2.024$. Besides, the sig value is known. Equal to 0,000 where the sig. Smaller than 0.05 or $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted, meaning that servant leadership has a significant effect on employee job satisfaction. Organizational Commitment to employee job satisfaction. Based on table 4, it is known that the tcount value is 2,619 where the t count value is greater than t table (df = 38, $\alpha = 0.05$) of 2.024 or $2.619 > 2.024$. Also, the sig value is known. Equal to 0.013 where the sig. Smaller than

0.05 or $0.013 < 0.05$, then H_0 is rejected, and H_a is accepted, meaning that organizational Commitment has a significant effect on employee job satisfaction.

The F test basically shows whether all the independent variables included in the model have a joint influence on the dependent or dependent variable. It is known that the value of Fcount is 30.350 with Ftable value ($df_1 = 2$, $df_2 = 37$, $\alpha = 0.05$) of 3.252, where the value of F-count is greater than F-table, which is 28.465, which is greater than 3.252. Also, the sig value is known. Equal to 0,000 where the sig. Smaller than 0.05 or $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted, meaning that servant leadership and organizational Commitment together have a significant effect on employee job satisfaction.

DISCUSSION

Based on previous research and discussion results, it can be said that servant leadership has a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. Organizational Commitment has a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. Servant Leadership and organizational Commitment together have a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. The results of this study are following the results of previous research conducted by Setyaningrum et al (2020); Dahleez et al., (2020); Setyaningrum (2017). In order to improve employee job satisfaction at PT. Putra Inti Cemerlang, servant leadership, should provide instructions in completing work to employees to feel more comfortable at work. Companies must realize that the role of servant leadership is central enough to foster employee job satisfaction. Suppose all of this can be done well. In that case, employee job satisfaction will increase, and the next result is increased performance, increased company productivity, increased profits and ultimately will also increase the welfare of the employees themselves. To increase organizational Commitment, the company must strive to increase loyalty by fostering justice and support at work, involving work, by fostering a willingness to sacrifice through more awards connected with the contribution of each employee at PT. Putra Inti Cemerlang.

CONCLUSIONS AND RECOMMENDATIONS

Based on previous research and discussion results, it can be said that servant leadership has a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. Organizational Commitment has a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. Servant Leadership and organizational Commitment together have a positive and significant effect on employee job satisfaction at PT. Putra Inti Cemerlang. Future research is expected to add other independent variables or add moderator and intervening variables to determine other variables that can influence and strengthen or weaken the dependent variable. Future research is expected to use different research methods such as direct interviews with respondents to obtain higher quality data.

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