Employee Leadership and Commitment Affect Job Satisfaction with Attitude Change as an Intervening Variable

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Abstract— The State Civil Apparatus (ASN) is a position within the state government that has a substantial amount of responsibility. The contributions that employees make to the capacity of government entities to complete their tasks are extremely important. The integrity of workers and the desire they have to do a good job are two factors that might influence an organization's success as a whole. The human resources of a company or organization are one of the most important factors in determining whether or not it will be successful. In today's environment of ongoing shifts and transformations, every company and organization has to be more agile in order to endure and even prosper in their respective industries. Personal modifications are required in order to successfully implement this organizational change. It can be a tough task to bring personal growth in line with the corporate change. Any required change in the company must begin at the top with the leader since the leader is responsible for setting the tone for the whole organization. As a result, firms are looking for reform-minded CEOs who can help the company advance while it is going through a period of upheaval. It is difficult to establish clear employee work satisfaction since it depends both on the employees themselves and on the leadership of the business in which they are employed. Scholars who focus on organizational behavior research subjects such as leadership and employee devotion since these factors are regarded as being essential to the success of any corporation.

Indexed Terms— Leadership, Commitment, Job Satisfaction, Attitude toward Change

I. INTRODUCTION

[State Civil Apparatus (ASN) who work as servants of the state have important duties and responsibilities for the organization. The role of employees working in government organizations determines the success or failure of achieving the set goals. In addition, the success of an organization is also influenced by the sincerity and willingness of each employee in carrying out and completing their duties.

Employees who work in a government agency are required to be able to complete their duties and responsibilities effectively and efficiently because the performance of their human resources is able to make a positive and profitable contribution to government agencies (Sari, 2019). Human resources are the most valuable and most important assets or assets for an organization or company because the success of an organization is largely determined by the human element (Ardana, et al., 2012). According to Sari (2019), the success of an organization in retaining employees that it already has cannot be achieved in an easy way, this can be realized through the ability of the organization to understand employee needs so that it can provide job satisfaction for employees. The importance of employee job satisfaction in an organization can be seen in employees who are satisfied in their work tend to give a positive response to the organization, and vice versa employees who are dissatisfied with their work will tend to give a bad response to their work, therefore employee job satisfaction must be the main concern of management in an organization (Afriani, 2015). Job satisfaction reflects a person's feelings towards his work, where job satisfaction is a pleasant emotional state or not where employees view their work (Handoko, 2017). Job satisfaction in general concerns a person's attitude towards his work, that satisfaction is not

visible but can be manifested in a work outcome (Koswara, 2015).

According to Firmansah and Santy (2017) job satisfaction arises from the way managers show attention to and solicit the opinions and participation of their subordinates so that workers feel that they are an integral part of their organization and feel that their superiors pay attention to them. Susanty (2012) emphasizes that employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. Employee job satisfaction is very important and is the key to driving employee morale and discipline in supporting the realization of company goals (Hasibuan 2017: 203).

Sapila (2015) explains that job satisfaction is a comparison between what is felt and obtained by a person with what he should feel and get from work, the manifestation of job satisfaction is, among others, being diligent at work, having low absenteeism, no complaints, and the number of employees who left work unilaterally was relatively low. Job satisfaction is characterized by a sense of satisfaction among employees with working conditions, satisfaction with rewards received satisfaction with supervisory supervision, and satisfaction with relationships with co-workers (Sullaida, 2010). Siagian (2018: 296) says that a person feels satisfied with his work because he realizes that what he has achieved has been maximized.

Job satisfaction cannot be separated from leadership and employee commitment. Effective leadership in managing human resources in a work unit will affect the attitude of changes in work behavior which is indicated by an increase in individual job satisfaction and work productivity of the unit itself, which will ultimately affect the company's performance as a whole. A leader must also be able to create organizational commitment by instilling the vision, mission, and goals properly to build loyalty and trust from all parties.

Job satisfaction is a person's thoughts, feelings, and action tendencies, which is a person's attitude towards work. This clearly illustrates the existence of a reciprocal relationship between performance and

job satisfaction. On the one hand, it is said that job satisfaction causes a change in attitude in increasing work so that satisfied employees will be more productive. Employee satisfaction can be seen from the leadership and commitment of employees.

The attitude of change requires every organization and company to be more responsive in order to survive and continue to grow. To support organizational change, individual changes are needed. The process of aligning organizational change with individual change is not easy. Leaders are role models in the organization, so change must start from the top level, namely the leader himself. Therefore, organizations need reformist leaders who are able to become the driving force that drives organizational change.

Until now, leadership is still an interesting topic to study and research, because it is most often observed but is a phenomenon that is little understood. The phenomenon of leadership is often an interesting and influential problem in life. Not only in the business world, leadership also has a strong influence on the running of the wheels of government in a city. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision, and goals of an organization.

Therefore, the challenge in developing clear employee job satisfaction mainly lies in employee commitment on the one hand and depends on the existing leadership in the organization. The importance of the role of leadership and employee commitment in an organization has become a focus that has attracted the attention of researchers in the field of organizational behavior.

II. THEORETICAL REVIEW

Kartini (2018) states that "leadership is at the core of organization and management". The success of the organization in achieving its goals to be achieved depends on its leadership, namely whether the leadership is able to mobilize all available resources effectively and efficiently and integrated with achieving organizational goals. Along with the development of information technology that is

getting faster and the economy is less stable, this can be a source of organizational constraints but can also be a source of organizational benefits. Effective leadership can help organizations to survive in uncertain situations in the future. An effective leader must be responsive to change, and able to analyze the strengths and weaknesses of human resources so as to maximize organizational performance and solve problems appropriately. Effective leaders can influence their followers to have greater optimism, self-confidence, and commitment to the goals and mission of the organization. This has the consequence that every leader is obliged to give serious attention to fostering, mobilizing, and directing all potential employees in their environment in order to realize organizational stability and increase productivity orientated towards organizational goals.

In an organization, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is not an easy task. Leadership is an effort to use non-coercive (noncoercive) types of influence to encourage people to achieve certain goals. Achievement of organizational goals is a reflection of the effectiveness of a leader. Meanwhile, employees or subordinates assess the effectiveness of leaders from the point of view of the satisfaction they feel during the overall work experience. Basically, employees who are satisfied with their work will tend to have high performance as well.

Commitment is defined as an attitude that shows employee loyalty and is an ongoing process of how a member expresses their concern for the success and goodness of the organization. Activities that show the nuances of busy work are only visible in work units that have "projects". So it is not wrong if there are some observers who state that the State Civil Apparatus (ASN) tends to be project-oriented rather than carrying out its routine tasks (Yudoyono, 2018). In fact, according to the Sumbawa Regent (2018), more than 50% of the State Civil Apparatus are "not yet productive, efficient and effective." Besides that, many facts show that 80 to 90 percent of allocated funds that should be allocated for the construction and maintenance of public facilities and infrastructure, spent to finance the bureaucracy and

legislation of local government. It is even sadder that most of them are nothing more than a means of "bargaining" politics to share power. It seems that the act of justifying any means of achieving goals is difficult to overcome and even tends to lead to a new culture.

This shows that the work of the State Civil Apparatus, including the employees of the Sumbawa State office, is not very strong and is still far from expectations. The employee work commitment program that was launched reflects a work culture (honesty, diligence, creativity, discipline, and science and technology) that has not demonstrated the ability and commitment of employees as expected, such as:

1. Lack of leadership when it comes to developing work
2. Lack of employee commitment to the vision and mission of the organization.
3. The attitude of employees who do not hold fast to the mandate and commitment in carrying out their duties and daily work.
4. There are still frequent irregularities and errors (deviations and distortions) in personnel policies that have a broad impact on society.
5. The amount of public attention on the ability of employees on duty.
6. The number of employees who are often absent, arriving late, leaving early, procrastinating work, and others.

Meanwhile, the public's perception of ASN is how comfortable ASN work is. Come late, only chat at the office, watch TV, read the newspaper, and go home before office hours are over. Implementation of changes in the organization cannot be separated from the existence of factors that contribute to the effectiveness of the implementation of these changes. One of the factors that can contribute to this effectiveness is leadership and employee commitment to change.

The readiness of leaders or employees to change is reflected in beliefs, attitudes, and intentions towardimplementing changes in an organization. These beliefs, attitudes, and intentions depending on the extent to which the change is necessary and the capacity of the organization to implement the change successfully. Readiness is a cognitive sign of the

level of behavior, both restraining (resistance) and supporting efforts to implement change. A person's performance will be influenced by the level of job satisfaction one has. One's job satisfaction is also influenced both from within and from outside. For the internal side, of course, one's job satisfaction will relate to his commitment to work, both professional commitment, andorganizational commitment. While from the external side, of course, job satisfaction is influenced by the environment in which they work, both by superiors, subordinates,and at the same level.

III.   RESEARCH METHOD

This research method is a type of survey research. Survey research according to Sugiyono (2018) is research conducted on large and small populations, but the data studied is data from samples taken from the population data. The population in this study were all employees of the X office of Sumbawa Regency, totaling 100 people. Given that the population is only 100 people, researchers use the entire population as a sample.

IV.   RESULT AND DISCUSSIONS

To test the effect of Employee Leadership and Commitment Affect Job Satisfaction With Attitude Change As An Intervening Variable, the path analysis method is used.Based on the summary of the path coefficients, a path diagram can be made as shown below:
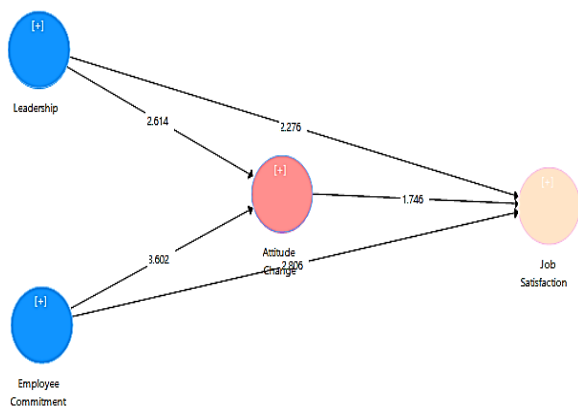

Fig 1. Summary of Path Analysis

The summary of the results of the regression test can explain the results of the hypotheses in this study as follows:

Table 1.Path Coefficient Summary (Path Analysis)

Variable	Original Sample (O)	T Statistik (| O/STDEV |)	P Values
Attitude_Change -> Job Satisfaction	0.210	1.846	0.031
Employee Commitment -> Attitude_Change	0.424	3.602	0.000
Employee Commitment -> Job Satisfaction	0.368	2.806	0.005
Leadership -> Attitude_Change	0.255	2.614	0.009
Leadership -> Job Satisfaction	0.271	2.276	0.023

Source: Processed data, 2022

Based on the results of the data analysis in table 1 above, the following results can be obtained:

1.   Based on the t-statistic value of 1.846 and p-values of 0.031 <0.05, it can be stated that hypothesis 1 (H1) is accepted, namely changes in employee attitudes have a positive and significant effect on employee job satisfaction at Office X in Sumbawa Regency. These results indicate that the better the change in attitude shown by the employee to the leadership, the higher the employee's job satisfaction.

2.   Based on the t-statistic value of 3.602 and the p-value of 0.000 <0.05, it can be stated that hypothesis 2 (H2) is accepted, namely employee commitment can indirectly affect employee job satisfaction at Office X in Sumbawa Regency through attitude change variables as an intervening variable. These results indicate that the better the employee's commitment to work in the organization, the better the employee's attitude will change so that the employee's job satisfaction will increase.

3.   Based on the t-statistic value of 2.806 and the p-value of 0.005 <0.05, it can be stated that

hypothesis 3 (H3) is accepted, namely employee commitment has a positive and significant effect on employee job satisfaction at Office X in Sumbawa Regency. These results indicate that the better the employee's commitment to work in the organization, the higher the employee's job satisfaction.

4. Based on the t-statistic value of 2.614 and the p-value of 0.009 <0.05, it can be stated that hypothesis 4 (H4) is accepted, namely the leadership variable can indirectly affect employee job satisfaction at Office X in Sumbawa Regency through the variable attitude change as an intervening variable. These results indicate that better leadership in an organization will have an impact on changes in employee attitudes towards a better direction it will increase the employee's job satisfaction.

5. Based on the t-statistic value of 2.276 and p-values of 0.023 <0.05, it can be stated that hypothesis 5 (H5) is accepted, namely the leadership variable has a positive and significant effect on employee job satisfaction at Office X in Sumbawa Regency. These results indicate that the better the leadership shown by a leader in an organization, the higher the job satisfaction of employees in the organization.

CONCLUSION

This study examines leadership, staff dedication, and attitude change on job satisfaction. This study included 100 Sumbawa Regency government X State Civil Servants (AS). The following findings may be obtained from route analysis model tests:

1. Terdapat pengaruh yang positf dan signifikan antara perubahan sikap terhadap kepuasan kerja Pegawai di kantor X Kabupaten Sumbawa.
2. Terdapat pengaruh tidak langsug antara komitmen pegawai terhadap kepuasan kerjamelalui variabel perubahan sikap pegawai sebagai variabel intervening di kantor X Kabupaten Sumbawa.
3. Terdapat pengaruh yang positf dan signifikan antara komitmen pegawai terhadap kepuasan kerja Pegawai di kantor X Kabupaten Sumbawa.
4. Terdapat pengaruh tidak langsug antara kepemimpinan terhadap kepuasan kerjamelalui variabel perubahan sikap pegawai sebagai variabel intervening di kantor X Kabupaten Sumbawa.
5. Terdapat pengaruh yang positf dan signifikan antara kepemimpinan terhadap kepuasan kerja Pegawai di kantor X Kabupaten Sumbawa.

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