

## **Leadership Behavior and Commitment. The Effect to Employee Job Satisfaction and Employee Performance on Department of Population and Civil Registration Jakarta, Indonesia**

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**ABSTRACT** :The primary mission of the Department of Population and Civil Registration of Jakarta is providing excellent service to the people of Jakarta. The services provided to people of Jakarta requires providing a good working devices are primary human resources are the employees as servants and public servants. Demands of population and settlement of civil society need to be dealt with professionally, given that the condition of the people of Jakarta is a plural society, which consists of various tribes and races and nations, because the city of Jakarta which serves as the State Capital. Problems faced by the Department of Population and Civil Registration DKI Jakarta is the completion of the Jakarta public document that is the problem of population birth certificate, identity card, family card and immigration documents that require the completion of a rapid, precise and accurate. Research method used was cluster random sampling method, by taking a sample of 100 employees with the status of civil servants as well as honorary workers in 6 units tribe Department of Population and Civil Registration DKI Jakarta. By distributing questionnaires and interviews. This research uses descriptive analysis to determine the characteristics of respondents and the respondents, descriptions of the indicators of research variables. Mean while, to examine the pattern of relationships between the variables used research tool that inferential analysis of Structural Equation Modeling with Amos approach. The results of this study indicate that the behavior of good leadership can improve employee performance by considering employee commitment and job satisfaction. This study found a finding that to improve employee performance, leadership behaviors that are transformational and high commitment from employees need to get serious attention.

**KEYWORDS** : *Leadership behavior, commitment, satisfaction and employee performance.*

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### **I. INTRODUCTION**

Development to achieve good performance can be achieved because the interconnectedness and mutual support between leaders and subordinates who committed the organization to carry out the performance that can be expected in achieving the goal. There are the most important factors in addition to the relationship of mutual support between leaders and subordinates are capable of leadership behaviors to influence subordinates excited or satisfied at work. Therefore, to achieve good performance required leadership behaviors which are committed to forming job satisfaction. There have been many studies conducted by previous researchers regarding the performance associated with leadership and commitment. However, the results were varied. On the one hand, there are researchers who claim that the previous leadership style in accordance with the conditions of the organization and is able to improve the employee performance. Harris et al [1]; Yiing and Jaman [2]. In addition, there are also other researchers who claimed no direct effect. Politis, [3]; Griffith, [4] that the leadership failed to provide Job satisfaction to employee performance to be better. Commitment to the organization in relation to job satisfaction has received great attention in past research. For example, Philip M. Podsakoff et al [5]; Igarria and Guimaraes [6], Deconinck and Bachman [7], Baugh and Roberts [8]. Fletcher and Williams [9] found a positive relationship between the two variables. Instead, Curry et al. (10) found no relationship between the two constructs. Study about job satisfaction affects on employee performance conducted by J. Kenneth Harrant et al [11]; Jui-Chen Chen [12];. Karatepe et al [13]; Thomas et al [14]; While there is one other researchers said there was no significant relationship between job satisfaction and employee performance. Alf Crossman, [15].

Based on the literature review it can be concluded that most previous research concentrates on the direct relationship between leadership behavior, organizational commitment, job satisfaction and employee performance. However, there are still differences that result could be a reference for researchers to develop how the actual patterns of relations with the leadership of both the employee's performance should be done. The differences focused on measuring instruments used and the results of various studies. In an organization of any

kind society and public institutions, of course, want the human resource-oriented good results. However, building human resources, results-oriented that can not be done in a short time, we need a process of how to be human willing and able to work better. The purpose of this study is to analyze and explain the influence of leadership behavior and employee commitment to job satisfaction and employees performance in the Population department and Civil Registration in Jakarta.

## **II. LITERATURE REVIEW**

### **2.1. Leadership Behavior Concept**

Behavioral approach is the success and failure of a leader is to be done by force and acting leader concerned. Behaving and acting style would seem from how to give orders, assign tasks, communicate, make decisions, encourage subordinates morale, discipline, supervision. The concept of leadership behavior arises because the concept of leadership is not able to produce effective leadership, because nature is difficult to be identified. Behavior of the subordinate leaders there are 4 forms of behavior, ie, 1) there is more emphasis on task; 2) there is more emphasis on relationships, 3) there are concerned with both, and 4) there is disregarding both. Yukl, [16]. Leader empowering is an important criterion for leadership effectiveness. Effective leadership plays a key role in the success of organizations. Druskat and Wheeler, [17] and has, therefore, been the subject of extensive research. Leadership effectiveness has been traditionally defined as the ability and capacity to influence others Bass,[18]; Yukl, [19]. Not only did the leader behavior paradigm provide the basis for new theory, but meta-analytic evidence also suggests that leader behaviors are important predictors of leadership effectiveness. Judge, Piccolo, & Ilies,[20].

### **2.2. Employee Commitment concept**

According to Bragg [21], employee commitment is dependent on three drivers, namely (1) fairness, (2) trust, and (3) concern for employees. If employers wish to build commitment, they should create an environment of fairness, trust, care and concern by acting consistently in ways that employees perceive as fair, trusting and caring. Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. Biljana Dordevic [22] stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. Rajendran Muthurveloo and Raduan Che Rose [23] opined that the organizational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organizational commitment and also added greater the organizational commitment can aid higher productivity. Komal Khalid Bhatti, Samina Nawab [24] said that job satisfaction has the highest impact on high employees' commitment and productivity.

### **2.3. Job Satisfaction Concept**

Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. Kaliski,[25]. Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation Statt, [26]. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay. George et al., [27]. We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. Aziri, [28]. If people are paid for sick days, and if they must be "used or lost" this is pretty strong encouragement for employees to be absent. Sweny and McFarlin, [29]. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations.

### **2.4. Employee Performance Concept.**

Performance is the sum total result of the skills each person over a period of time in performing job tasks. Motowidlo, [30]. Theory of organization has divided the performance into two categories, namely the performance of duties and dispositional performance. Performance tasks are defined as tasks and responsibilities of each person related to the presence of employees. Dispositional performance is performance that helps the organization to survive. Kwong, [31] Performance related to the duties and responsibilities set forth in the job description must innovate to determine the solution in solving work problems. Lee, et al [32]. Performance is one's role in the organization in determining the success of the organization, Janssen, Yperen, [33]. Organization must provide situations that employee would be able to criticize to improve conditions without fearing from the negative reaction of higher supervisor and if they see that positive aspects are more important than negative ones, then in-role performance will improve and higher job satisfaction will be obtained. Managers of

organization should clarify about their own and employee tasks to attract their confidence, thus employee will immigrate them in behavior and do their job properly with maximum effort and feel success. Also managers must consider their employee and their comfort and provide them good work situation so that problems solved creatively. Managers can attend in meetings to solve problems of innovative and encourage them for more promotion, use less direct monitoring and let them, to some extent; decide by their own mind which may lead to innovative in job.

### III. METHODS

#### 3.1. Research Design.

This research was using a quantitative approach. The research method is descriptive and Likert five choice Scale with intervals (completely disagree- disagree-no idea-agree- completely agree) was used. Quantitative research was deductive approach, which was used to answer the research question the concept that could be formulated hypotheses. The hypothesis was then tested through field data collection based on the principle of empirical rational.

#### 3.2. Population and Sample.

The unit of analysis (population) used in this research were employees in the Population Department and Society Registration Jakarta, by using a sampling technique stratified random sample. Sample stratification was based on different hierarchical positions, differences in the types of tasks, scope of authority and responsibilities attached to the position referred to the appropriate level. Population of 678 and a sample were obtained by using the formula of Slovin obtained of 100 samples.

#### 3.3. Data collection methods.

The process of collecting primary and secondary data was obtained by using three different data collection techniques, such as:

- a. Interviews, it was conducted to the Service employee the Population Department and Society Registration Jakarta designated as responders to obtain information in order to expand the horizon of the object of study, identify problems, and to confirm the results of the analysis or discussion;
- b. Survey, through the deployment of list of structured and administered statements / questions covered to the respondent in writing to obtain a response from them, especially with regard to the construct of the study, and the data obtained are intervals.

#### 3.4. Data Analysis Techniques.

Before the research instruments were deployed, there was try out to be done first (trial) of the 30 respondents in order to check the reliability and validity, the results of the research instrument are qualified to be proceed. For an analysis of the data obtained in the field of research, the technique used in this study was Structural Equation Modelling (SEM), where the process was using the Analysis of Moment Structures (AMOS)

### IV. RESULTS

#### 4.1. Respondent Description.

This chapter shows an overview of the respondent descriptions; among them are gender, age, the level of general education, rank and work experience. All of them are summarized and presented in the following table.

**Table 4.1 Respondent Description**

Characteristics of respondents	Condition	
	Total	Percent
Sex : Man	64	64 %
Woman	36	36%
Group : II	18	18%
III	60	60%
IV	22	22%
Education Level : Junior High School	0	0%
Senior High School	0	0%
Diploma	18	18%
Scholar	64	64%
Graduate	18	18%
Work Experience : 5-10 Years	32	32%
10-15 Years	34	34%
15-20 years	25	25%
20 years and over	9	9%

Source : Data Primere 2011

Based on Table 4.1 above that 64 percent of respondents were male and 36 percent female. Conditions male respondents are more a reflection that men as a leader who is able to protect, has high authority and can act fast, precise and full sense of responsibility. This does not mean women do not have a contribution, but women as partners is also needed to help in administrative. Moreover the data obtained 60 percent of group III is a productive force for the completion of tasks, while 22 percent trustees are sufficient unit leader in leading an organization. Group II as much as 18 percent is also important because without the implementation of the task force will be distracted and obstacles. He also explained that the formal education of employees at the Department of Population and civil records are very supportive for the smooth execution of the task, both in terms of leadership, commitment and creating job satisfaction and ultimately to improve employee performance. Similarly, the employees still long enough to carry out his services to the local government of DKI Jakarta, so it is still possible to realize the vision and mission of the work unit, to meet the expectations of the people of Jakarta. Also supported by 82 percent of class III and IV employees the potential to provide services to the community because it is supported by over 10 years of work experience as much as 34 percent and levels of formal education, mostly scholars so it helps to improve performance.

4.2. Hypothesis Test

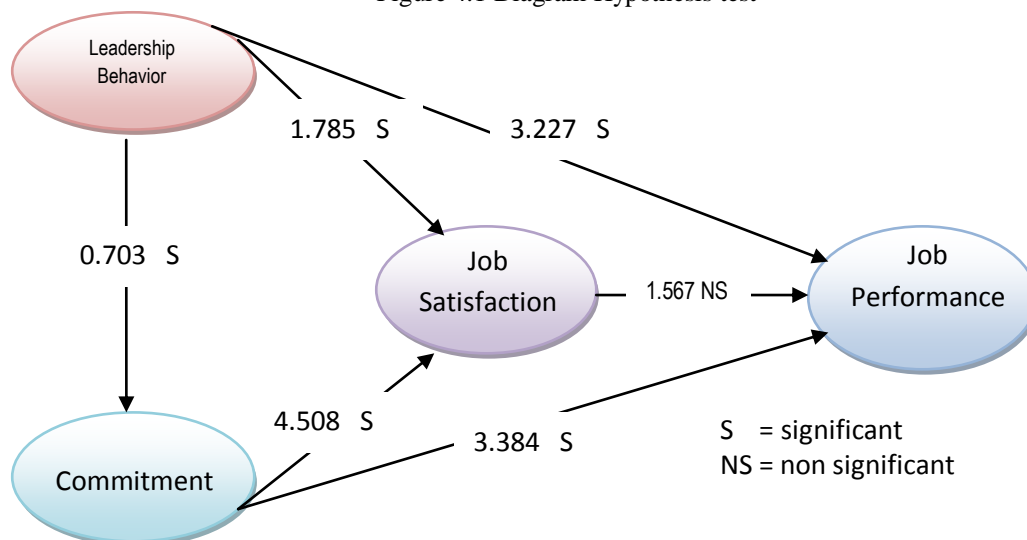
Table 4.2. Path Coefficient Variable

Variable		Path Coefficient	P.value	Information
Independen	Dependen			
Leadership Behavior	Employee Performance	3.227	0,004	Significant
Leadership Behavior	Commitment	0.703	0.000	Significant
Leadership Behavior	Job Satisfaction	1.785	0.000	Significant
Commitment	Employee Performance	3.384	0.006	Significant
Commitment	Job Satisfaction	4.508	0.008	Significant
Job Satisfaction	Employee Performance	1.567	0.674	Non Significant

Source: Data primer (2011)

Model of the relationship between the independent and dependent variables can be seen in the following figure:

Figure 4.1 Diagram Hypothesis test



### 4.3. Discussion

#### 1. Effect of leadership behavior on employee performance

The hypothesis in this study was built “there between leadership behavior influences on employee performance”. Based on a hypothetical test of leadership behaviors have a significant effect on the employees’ performance with 3,227 path coefficient with a 0:04; p- value less than 0.05 means. These results together with the results of the study John Politic (2005) which states that leadership behavior on employee performance.

#### 2. Effect of Leadership Behavior on commitments

The hypothesis in this study was built “there between leadership behaviors influence on commitment”. Based on the results of hypothesis test, leadership behaviors significantly influence on commitment with coefficient 0703, p value 0.000 is smaller than 0.05. These results support the theory of Ying and Zaman (2008) which states that leadership behaviors affect the commitment.

#### 3. Effect of Leadership Behavior on Job Satisfaction

Hypothesis is constructed in this study is “there is influence between leadership behavior on job satisfaction”. Based on the results of hypothesis testing turns leadership behaviors significantly influence job satisfaction with coefficient 1,785 lines, 0,000 p value less than 0.05. These results support the theory of Ying and Zaman (2008) which states that leadership behavior on job satisfaction.

#### 4. Effect Commitment on employee performance

Hypothesis is constructed in this study is “there is influence between commitment to employee performance” Based on the results of hypothesis test, leadership behaviors have a significant effect on the employees performance with 3,384 path coefficient, p value 0.006 is smaller than 0.05. These results support Danil Goleman (2000) theory which states that the commitment of a significant effect on employees performance

#### 5. Effect of commitment on job satisfaction

The hypothesis in this study was built “ there between Commitment to influence job satisfaction”. Based on the results of hypothesis test, Commitment significant effect on job satisfaction with path coefficient 4,508, p value 0.008 is smaller than 0.05. These results support Ying and Zaman (2008) theory. which states that the commitment of a significant effect on job satisfaction.

#### 6. Effect of Job Satisfaction on Employee Performance

Hypothesis is constructed in this study is “there is the influence of job satisfaction on employee performance. Based on the results of hypothesis test apparently did not significantly affect job satisfaction on employee performance with 1,567 path coefficient, 0674, p value greater than 0.05. These results support Karatepe (2005) which states job satisfaction is not significant to the employees performance

### V. CONCLUSION

More selective leadership behavior on employee performance. This means that the better the leadership behavior will improve employee performance and encourage the creation of a conducive working atmosphere within the organization. With the behavior of good leadership would boost confidence that the higher not only in the organization / work unit is concerned, but also to other work units.

The high commitment of all the elements and employees will foster feelings of satisfaction, which in turn can improve employee performance. Commitment can also be a good foster leadership factor, if good leadership behavior, mutual support to each other, especially in the performance of duties in accordance with the vision and mission of the Office of Civil Registration Jakarta. Job satisfaction is also a major concern for realizing the vision and mission of the organization of the Department of Civil Registration and the City both levels of Jakarta.

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