

The Influence of Transformational Leadership, Organizational Culture, Work Environment, Organizational Commitment on Job Satisfaction of Batam University employees

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Abstract

This study, researchers used respondent data, such as gender, age and duration of work of respondents to be able to provide information about the characteristics of respondents. The study population was employees at Batam University, which consisted of dozens and employees. The sample is determined by the number of sample members (sample size) of 60 people by proportional random sampling technique. 25 lecturers and 35 Batam university employees. This research is the result of a field study to obtain questionnaire answer data that measures five main variables in this study, namely Transformational Leadership, Organizational Culture, Work Environment, Organizational Commitment to Job Satisfaction of Batam University employees. The instrument was developed based on theoretical studies, then defined in conceptual definitions, operational definitions, and developed through lattice instruments and technical techniques. Knitted data analysis uses descriptive statistics and statistical analysis to test the significance of path coefficients, descriptive statistics to present data in the form of frequency distribution tables, histograms, and the number of statistics such as media, modes, averages, variants, and foreign standards. exchange. Statistical tests are used to test the significance of path coefficients using Partial Least Square (PLS) which is a Multivariate Analysis in the second generation using structural equation modeling (SEM). PLS can be used for a small number of samples, and of course with a large number of samples will be better able to improve the accuracy of estimates. PLS does not require the assumption that data distribution must be normal or not. The construct form can use a reflective or formative model in which from the results of statistical analysis, the relationship between variables formulated in the formulation of a problem as many as 7 pieces obtained significant results.

Keywords: Transformational Leadership, Organizational Culture, Work Environment, Organizational Commitment, Job Satisfaction

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1. Introduction

Each organization in carrying out its duties and functions is largely determined by the quality of its human resources and supporting infrastructure. Human resources and equipment are elements in driving the organization's wheels, as well as internal factors that influence the progress of the organization. To achieve these objectives there are many factors that support, one of which is organizational culture. In an organization leadership plays an important role in achieving a goal, to realize these tasks need strong leadership, leadership is someone who leads, by initiating social behavior by regulating, demonstrating, organizing or controlling the efforts of others (through the prestige), power or position [1].

Leadership is also a process of influencing or setting an example by leaders to followers in an effort to achieve organizational goals. Organizational culture is a system of shared meanings shared by members that distinguishes an organization from other organizations. This system of shared meanings is a set of key characteristics that are upheld by organizations. Organizational culture is the way of thinking, how to work, and how the employees of one company in carrying out their respective work tasks. In every organization, work culture is always expected to be good because the good work culture will be related to the success or failure of organizational goals achieved. The existence of a good organizational culture, usually can affect the performance of members [2].

Work environment is a condition where a person works which includes equipment and environment, non-physical work environment and physical environment that can affect workers in carrying out their duties and responsibilities. The work environment is everything that is in the environment around the workers and which can affect him in carrying out the tasks assigned to him, for example comfort, cleanliness, music, and others. For this reason a good work environment can affect organizational commitment. Organizational commitment is the attitude or form of a person's behavior towards the organization in the form of loyalty and achievement of the organization's vision, mission, values and goals. Organizational commitment is a situation where an employee takes sides with the organization's goals and has a desire to maintain his membership in the organization [3].

The organizational commitment of Batam University employees needs to be increased in order to realize the organization's goals and realize the organization's vision and mission. Job satisfaction is the level of pleasure a person feels for his role or work in the organization. The level of satisfaction of individuals that they get the right reward from various aspects of the work situation of the organization where they work. Job satisfaction is a collection of feelings, beliefs, and thoughts about how to respond to work. Cognitive aspects of job satisfaction are workers' beliefs about work and work situations, job satisfaction shows the compatibility between a person's expectations that arise and the rewards provided [4].

by a company or organization Formulation of the problem

1. Does Transformational Leadership directly determine Organizational Commitment?
2. Does Organizational Culture directly determine Organizational Commitment?
3. Does the Work Environment directly determine Organizational Commitment?
4. Does Work Discipline directly determine Job Satisfaction?
5. Does Emotional Intelligence directly determine Job Satisfaction?
6. Does Position Promotion directly determine Job Satisfaction?
7. Does Organizational Commitment directly determine Job Satisfaction?

The theoretical framework of this research was developed from the synthesis of theories based on facts, observations and literature review, therefore this theoretical framework contains the relationship or influence between the variables involved in research based on supporting theories, and clearly explains the interrelationships between the intertwined variables, in addition to that can be used as a basis for answering problems and the logic flow of relationships between variables that are intertwined so that it will be very relevant to the problem studied as follows. According to Bass (1985) in Yukl's book (2013: 313) explains that transformational leadership is a situation where the followers of a transformational leader feel the existence of trust, admiration, loyalty, and respect for these leaders, and they are motivated to do more than those initially expected of them [5].

According to Robbins and Coulter (2012: 80) organizational culture as values, principles, traditions, and ways of working are shared by members of the organization and influence the way they act. According to Sedarmayanti (2013: 23) the work environment is a place where there are a number of groups in which there are several supporting facilities to achieve the goals of the company or organization in accordance with the vision and mission of the company or organization. According to Fred (2012: 89) organizational commitment is a reflection of employee loyalty and an ongoing process in which organizational members express their concern for the organization as well as the belief in accepting the values and goals of the organization. According to Robbins (Donni, 2016: 291) argues, that job satisfaction is a general attitude of an individual towards his work [6].

2. Research Method

In this study, researchers used respondent data, such as gender, age and length of work of the respondent to provide information about the characteristics of the respondents. Where from the questionnaire distributed as many as 60. The discussion in this chapter is the result of field studies to obtain questionnaire answers that measure five main variables in this study, namely Transformational Leadership, Organizational Culture, Work Environment, Organizational Commitment and Job Satisfaction. Data analysis uses parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument testing, normality testing, hypothesis testing, and discussion of the results of hypothesis testing and Path Analysis Path. This study uses path analysis to examine patterns of relationships that reveal the effect of a variable or set of variables on other variables, both directly and indirectly [7].

The calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To determine the direct and indirect effects between variables, this can be seen from the calculation of the path coefficient, while to determine significance. The study population was employees at Batam University, which consisted of lecturers and Batam University employees. The sample is determined by the number of sample members (sample size) of 60 people by proportional random sampling technique. 25 lecturers and 35 employees [7].

3. Results and Analysis

3.1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria of a variable said to be reliable if the composite reliability value > 0.600 [8].

Table 1 : Internal Consistency Analysis. Source Data Processing (2020)

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.858	0.880	0.892	0.546
X2	0.654	0.665	0.781	0.419
X3	0.826	0.857	0.868	0.489
X4	0.811	0.832	0.867	0.568
Y	0.908	0.912	0.929	0.687

Based on internal consistency analysis data in the above table, the results show that the variables X1, X2, X3, X4, Y have a composite reliability > 0.600, so all questions developed on the 5 variables are reliable meaning cross-item questions developed on the questionnaire of all variables in the test the same has consistency [9].

3.2. Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measurements of the same construct. To see an indicator of a construct variable is valid or not, it is seen from the outer loading value. If the outer loading value is greater than (0.4) then an indicator is valid [10].

Table 2 : Convergent Validity. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1.1	0.792				
X1.2	0.661				
X1.3	0.748				
X1.4	0.844				

X1.5	0.798				
X1.6	0.731				
X1.7	0.560				
X2.1		0.617			
X2.2		0.671			
X2.3		0.725			
X2.4		0.500			
X2.5		0.700			
X3.1			0.834		
X3.2			0.697		

X3.3 0.666

X3.4			0.729		
X3.5			0.769		
X3.6			0.630		
X3.7			0.525		
X4.1				0.730	
X4.2				0.628	
X4.3				0.822	
X4.4				0.810	
X4.5				0.764	
Y1					0.906
Y2					0.737
Y3					0.860
Y4					0.858
Y5					0.837
Y6					0.764

Based on the above table, it can be seen that the outer loading value for variables X1, X2, X3, X4, Y where the value of all item items in the 5 variables tested is greater than 0.4, then all items developed for all variables are declared valid, meaning that the measurement is positively correlated with alternative measurements of the same construct thus the indicators of all construct variables are valid [11].

3.3. Validity Of Diskriminan

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio Of Correlation (HTMT) <0.90 , then the variable has a good discriminant validity (valid) [12].

Table 3 : Validity of Diskriminan. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1					
X2	0.501				
X3	0.435	0.367			
X4	0.564	0.619	0.474		
Y	0.710	0.686	0.564	0.746	

Based on the above table, the correlation results obtained variables X1 with X2, X3, X4, Y and X3 with X2, X4 with X2, Y with X2 and X4 with X3, Y with X3 and Y with X4 have a correlation value <0.900 , thus the value the correlation of all variables is declared valid. Analysis of structural models or (inner models) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis [13].

Collinearity testing is to prove the correlation between latent / construct variables is strong or not. If there is a strong correlation it means that the model contains problems if viewed from a methodological point of view, because it has an impact on the estimation of statistical significance. This problem is called collinearity. The value used to analyze it is by looking at the value of Variance Inflation Factor (VIF). If the VIF value is greater than 5.00 then it means there is a collinearity problem, and in contrast there is no collinearity problem if the VIF value <5.00 [14].

Table 4 : Collinearity. Source Data Processing (2020)

Variabel	X1	X2	X3	X4	Y
X1				1.302	1.432
X2				1.179	1.349
X3				1.165	1.277
X4					1.672
Y					

From the above data it can be described as follows: The VIF value for the correlation of X1 with Y, X2 with Y, X3 with Y, X4 with Y is <5.00 (there is no collinearity problem). Therefore, from the data above and the development of structural models in this case there is no problem. collinearity In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect effect hypothesis. The coefficients of the hypothesis testing path are in the figure below: Test the significance of the structural coefficient of the path model (Structural Model Path Coefficient). This test is to determine the path coefficient of the structural model, the aim is to test the significance of all relationships or hypothesis testing [15].

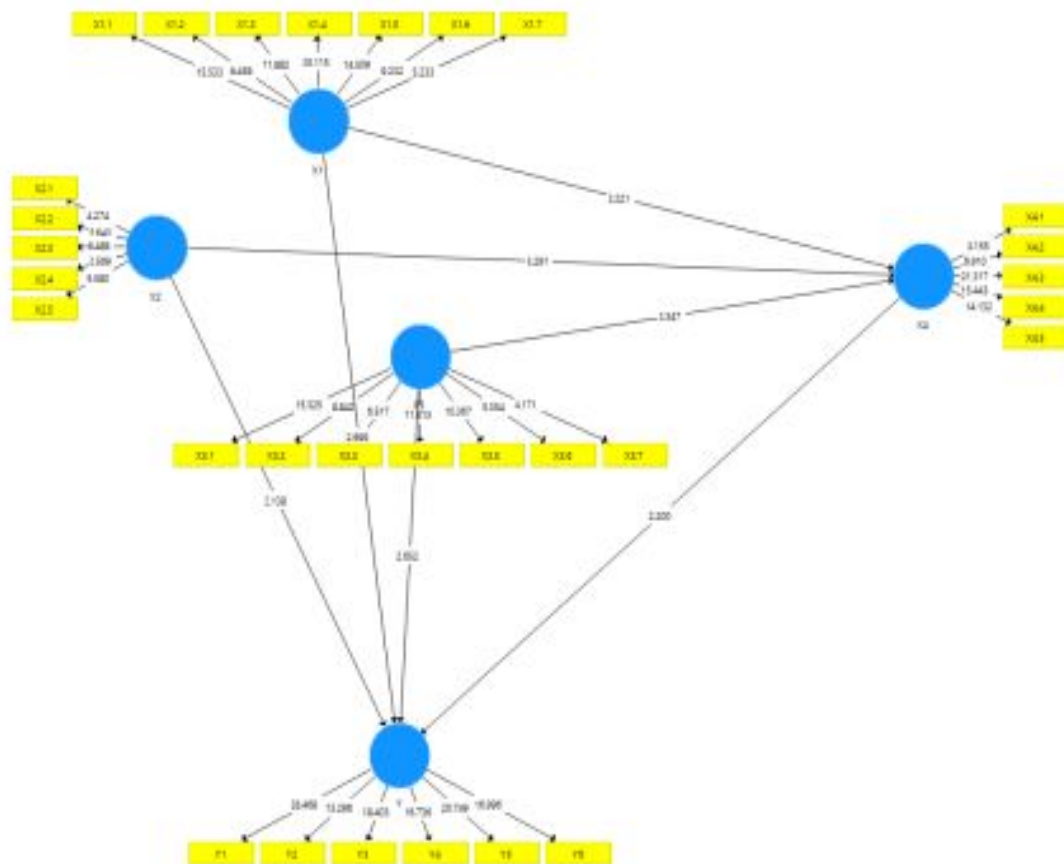


Figure 2 : Hypothesis Testing

Direct influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables directly (without intermediaries). If the value of the path coefficient is positive indicates that an increase in the value of a variable is followed by an increase in the value of another variable. If the value of the path coefficient is negative indicates that an increase in a variable is followed by a decrease in the value of other variables. If the probability value (P-Value) $< \text{Alpha } (0.05)$ then H_0 is rejected (the effect of a variable with other variables is significant). If the value of probability (P-Value) $> \text{Alpha } (0.05)$ then H_0 is rejected (the effect of a variable with other variables is not significant) [18].

Table 5 : Hypothesis of Direct Effect. Source Data Processing (2020)

Variable	Real Sample	Sample Average	Standard Deviation	t- Statistik	P Values
X1 -> X4	0.278	0.269	0.125	2.221	0.030
X1 -> Y	0.316	0.334	0.117	2.699	0.009
X2 -> X4	0.319	0.335	0.097	3.291	0.002
X2 -> Y	0.241	0.232	0.113	2.138	0.037
X3 -> X4	0.259	0.285	0.110	2.347	0.022
X3 -> Y	0.252	0.262	0.095	2.652	0.010
X4 -> Y	0.278	0.247	0.126	2.200	0.032

1. The direct effect of variable X1 on variable X4 has a path coefficient of 2.221 (positive), then an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of the variable X1 on X4 has a P-Values value of $0.030 < 0.05$, so it can be stated that the influence between X1 on X4 is significant.
2. The direct effect of variable X1 on variable Y has a path coefficient of 2.699 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of $0.009 < 0.05$, so it can be stated that the influence between X1 on Y is significant.
3. The direct effect of variable X2 on variable X4 has a path coefficient of 3.291 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of variable X2 on X4 has a P-Values value of $0.002 < 0.05$, so it can be stated that the influence between X2 on X4 is significant.
4. The direct effect of variable X2 on variable Y has a path coefficient of 2.138 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The influence of variable X2 to Y has a P-Values value of $0.037 < 0.05$, so it can be stated that the influence between X2 to Y is significant.
5. The direct effect of variable X3 on variable X4 has a path coefficient of 2.347 (positive), then an increase in the value of variable X3 will be followed by an increase in variable X4. The effect of variable X3 on X4 has a P-Values value of $0.022 < 0.05$, so it can be stated that the influence between X3 to X4 is significant.
6. The direct effect of variable X3 on variable Y has a path coefficient of 2.652 (positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values value of $0.010 < 0.05$, so it can be stated that the influence between X3 on Y is significant.
7. The direct effect of variable X4 on variable Y has a path coefficient of 2.200 (positive), then an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values value of $0.032 < 0.05$, so it can be stated that the influence between X4 on Y is significant.

Testing the hypothesis of indirect effects aims to prove the hypotheses of the influence of a variable on other variables indirectly (through intermediaries). If the value of the indirect effect coefficient > direct effect coefficient, then the intervening variable is mediating the relationship between one variable with another variable. Conversely, if the value of the indirect effect koefisien < coefficient of direct effect, then the intervening variable does not mediate the relationship between one variable with another variable.

Table 6 : Hypothesis of Indirect Effect. Source Data Processing (2020)

Variabel	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
X1 -> X4 -> Y	0.077	0.071	0.054	1.424	0.160
X2 -> X4 -> Y	0.089	0.086	0.056	1.579	0.119
X3 -> X4 -> Y	0.072	0.068	0.043	1.672	0.100

1. Based on the table above, the coefficient of indirect effect X1 to Y is $2.699 > 0,1.424$ (direct effect X1 to Y), thus it can be stated that X4 mediates the effect between X1 and Y.
2. Furthermore, the coefficient value of the indirect effect of the variable X2 on Y is $2.138 > 1.579$ (the direct effect of X2 on Y) thus it can be stated that X4 mediates the effect of X2 on Y.
3. Then, the coefficient value of the indirect effect of the variable X3 on Y is $2.652 > 1.672$ (the direct effect X3 on Y) so that it can be stated that X4 mediates the effect of X3 on Y.

The coefficient of determination (R Square) aims to evaluate the accuracy of the predictions of a variable. In other words, to evaluate how the variation of the value of the dependent variable is influenced by the variation of the value of the independent variable in a path model.

Table 7 : Coefficient of Determination. Source Data Processing (2020)

Variabel	R Square	Adjusted R Square
X4	0.402	0.369
Y	0.653	0.627

In the table above the results obtained (e1) amounted to 0.402 or 40.2% , e2 is 0.627 or 62.7 %

4. Conclusion

Theoretically that the employee job satisfaction model will involve aspects of leadership, organizational culture, work environment in developing the concept of study substance creating organizational commitment to produce optimal employee job satisfaction, in addition there are a number of other variables not examined that can be developed including performance, work discipline, morale, Personality and so on, related to the development of the study of employee job satisfaction substance. This research study will involve leadership, organizational culture, work environment, organizational commitment in the study of increasing employee job satisfaction. Theoretically this is because these three variables will increase organizational commitment and organizational commitment of employees which have a direct effect on employee job satisfaction from this research. The leadership role is needed to improve performance, especially performance where organizational culture must be one of the main concerns, because it has a great influence on increase job satisfaction. if the value of organizational culture increases, job satisfaction of personnel at work will increase as well as the importance of improving the atmosphere of a good work environment in helping to improve performance, especially in terms of availability of facilities at work to increase organizational commitment because increased organizational commitment related to affective commitment can be done by increasing the attention of the employees to various problems faced by the organization, for that the management must always involve employees in making decisions related to the problems faced so that the level of job satisfaction that has been in a category high enough must be maintained and must always be increased again with one of them being by increasing the same opportunities for personnel to get promotions.

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