



## THE INFLUENCE OF LEADERSHIP STYLE ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN LHOKSEUMAWE POLICE

Ari Lasta Irawan<sup>1</sup>, Marbawi<sup>2</sup>, Adnan<sup>3</sup>, Aiyub<sup>4</sup>, Faisal Matriadi<sup>5</sup>, Ikramuddin<sup>6</sup>

<sup>1,2,3,4,5,6</sup>Master Management Science Program, Faculty of Economics and Business, Universitas Malikussaleh

\*Corresponding e-mail: [marbawi@unimal.ac.id](mailto:marbawi@unimal.ac.id)

### Abstract

This study aims at the influence of digital leadership and transformational leadership on organizational commitment with job satisfaction as an intervening variable to the Lhokseumawe police station. For the dependent variable of this study is digital leadership and transformational leadership, the independent variable is the organizational commitment of the police station. Intervening variables are job satisfaction. The population in this study was the Police Personal of the Lhokseumawe District Police which numbered 575, the sampling technique used proportionate stratified random sampling and obtained a sample of 170 respondents who were police officers of the Lhokseumawe police station, the research method used is a quantitative method for data analysis method using Structural Equation Modeling (SEM). The results of this study indicate that, digital leadership has a significant effect on job satisfaction, transformational leadership has a significant effect on job satisfaction, leadership has an effect on organizational commitment, transformational leadership has a significant effect on organizational commitment, job satisfaction has a significant effect on organizational commitment,.

**Keywords:** *Digital Leadership, Transformational Leadership, Job Satisfaction And Organizational Commitment.*

### 1. INTRODUCTION

Resort Police Organization (abbreviated as Polres) which is the command structure of the Indonesian National Police in district/city areas. The Polres is responsible for food in the district or city government and oversees several Polsek (Sector Police) to serve the community in matters of regional security, the Polres need reliable human resources, quality education is needed, the provision of various social facilities, and adequate employment opportunities in order to public service, the main challenge actually faced by the Lhokseumawe Polres is how to create human resources that can produce optimal performance and organizational commitment to achieve the goals of a company.

In line with the development of the activities of the Lhokseumawe Police in accordance with the vision of the Aceh Police, namely the realization of a professional, moral and modern Aceh Police posture as protectors, guardians and trusted public servants in maintaining security and law enforcement and upholding the law. So security organizations and institutions such as the Lhokseumawe Police were established to achieve certain goals which can only be carried out by means of cooperation between Lhokseumawe Police personnel, this institution is very decisive for Polres personnel in working for life, both for themselves and for their families. The success of a police institution is greatly influenced by the commitment of its personnel. Every organization or government agency, whether TNI or Polri, will always try to increase the commitment and performance of personnel, with the hope that what the organization's goals will be achieved is in accordance with the vision and mission of the Polri organization. The organizational commitment of the Lhokseumawe City police personnel can be interpreted as emotional attachment, individual identification and involvement with the organization and the desire to remain a member of the organization at the Lhokseumawe Police, organizational commitment to the Lhokseumawe Police institution is closely related to the level of loyalty and integrity

of Lhokseumawe Police personnel, the problems faced by personnel the Lhokseumawe Polres has a lot of personnel involved in activities that are not part of their job descriptions.

### **Theories about digital leadership**

Leadership or leadership behavior of a great implementer is not as well as being a great leader, leadership is a skill which means it can be taught or learned but many of us might appoint a leader in our organization because in the past the leaders were people who were really great as a person. operator, as an executor. Digital leadership is the art of directing, influencing others, and initiating sustainable change through access to information, and building relationships to anticipate changes critical to a school's future success. For this reason, a dynamic combination of mindset, behavior and skills is needed to change or improve school culture through the help of technology (Sheninger, 2014). Digital leadership is a strategy that can be implemented by elementary school leaders to improve student achievement and increase school competitiveness (Sheninger, 2019). Digital leadership is a very precise, fast, cross-hierarchical, work group-oriented, and cooperative approach, with a main focus on innovation (Oberer and Erkollar, 2018).

### **Theories about transformational leadership**

Leadership in the digital era is an important ability that must be possessed by individuals to create solutions to various problems in the digital era. Leadership style in the digital era not only understands the concept of leadership but must be able to master soft skills (non-technical skills) and hard skills (technical skills). adaptation, interaction, and self-regulation. Matriadi (2021) states that transformational leadership is the process of influencing other people in an organization so that they can carry out their duties properly in achieving their goals. House et. all in Yukl (2015) transformational leadership is the ability of individuals to influence, motivating, and enabling others to contribute to the effectiveness and success of the organization. Rauch & Behling in Yukl (2010) leadership is the process of influencing the activities of organized groups to achieve goals. Chung and Megginson in Bangun (2012) define leadership as the ability to influence the behavior of others in a certain direction.

### **Theories about job satisfaction**

According to Mathis & Jackson (2018) said that job satisfaction is a positive emotional state from evaluating one's work experience. According to Rivai (2004) job satisfaction is an evaluation that describes a person's feelings of being happy/unhappy, satisfied/dissatisfied at work. In several definitions, it can be seen that job satisfaction is the feeling of workers (employees) towards their work. That feeling reflects the correspondence between what the employee expects and what the employee gets from his job. From the definition above, it can finally be taken an outline of the understanding that job satisfaction is an employee's view of his work, including employee feelings & employee evaluation of the role of work in fulfilling their needs. 2 factor theory (Two Factor Theory), According to this theory, job satisfaction and job dissatisfaction are different things. Satisfaction & dissatisfaction is not a continuous variable. This theory shows the characteristics of work into 2 groups, namely satisfies/motivators & dissatisfies. Satisfies are the factors/situations needed as the resources needed. Job satisfaction which consists of: interesting work, full of challenges, there are opportunities for achievement, opportunities for awards & promotions. The fulfillment of these factors will lead to satisfaction, but the non-fulfillment of these factors does not always result in dissatisfaction. Dissatisfaction (Hegein Factor) are factors that are a source of dissatisfaction consisting of supervisory salaries/wages, interpersonal relationships, working conditions & status.

### **Theory of organizational commitment**

According to Robbins (2015) organizational commitment is high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. In a banking business organization, professional employees are always dealing directly with customers, so employees in carrying out their duties as professionals are able

to carry out policies with specific goals and have a strong commitment to the organization where they work. According to Allen and Meyer (2013) organizational commitment can be interpreted as emotional attachment, individual identification and involvement with the organization and the desire to remain a member of the organization. Another definition according to Meyer et al (2013) is that commitment is not only related to the level of turnover of employees, but also related to the level of willingness of employees to sacrifice for an organization. Based on the following theoretical studies, we present the conceptual framework as follows.

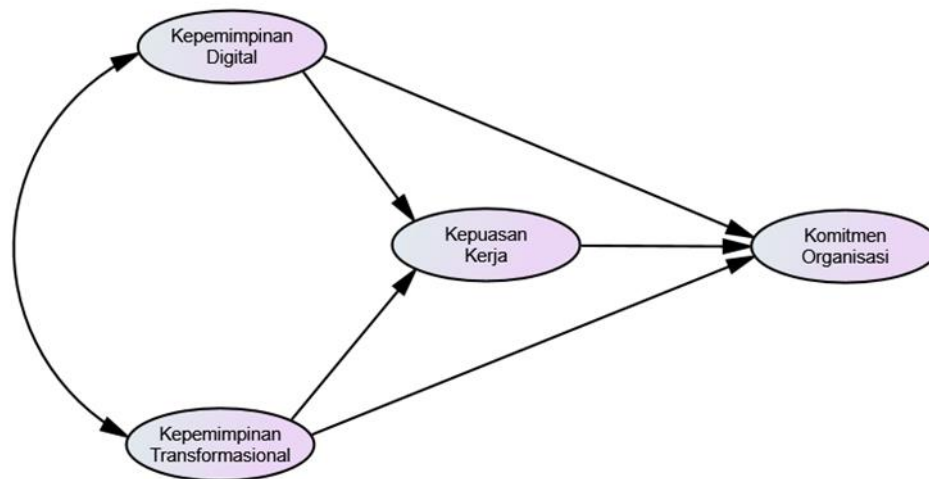


Figure 1.1 Conceptual Framework

Based on the conceptual framework that has been prepared, the hypothesis which is a provisional allegation that needs to be answered in research and to find facts that must be collected and analyzed, a hypothesis is a temporary question or the most probable conjecture that still has to be verified, based on the framework above and previous research carried out by several researchers, a hypothesis can be compiled as follows:

- H1 It is suspected that there is a positive and significant influence of digital leadership on the job satisfaction of personnel at the Lhokseumawe Police.
- H2 It is suspected that there is a positive and significant influence of transformational leadership on the job satisfaction of personnel at the Lhokseumawe Police.
- H3 It is suspected that there is a positive and significant influence of digital leadership on organizational commitment at the Lhokseumawe Police.
- H4 It is suspected that there is a positive and significant influence of organizational leadership on the organizational commitment of personnel at the Lhokseumawe Police.
- H5 It is suspected that there is a positive and significant influence of job satisfaction on the organizational commitment of personnel at the Lhokseumawe Police.
- H6 It is suspected that there is a positive and significant influence of digital leadership on personnel performance with job satisfaction as a mediating variable at the Lhokseumawe Police.
- H7 It is suspected that there is a positive and significant effect of transformational leadership on personnel performance with job satisfaction as a mediating variable at the Lhokseumawe Police Station

## 2. RESEARCH METHODS

### Location and Research Object.

The location for this research is the Lhokseumawe Police, Jl. Medan-Banda Aceh, Cunda Lhokseumawe, while the objects in this study were all police personnel who were at the Lhokseumawe Police, Jl. Medan-Banda Aceh, Cunda Lhokseumawe.

### Data Types and Sources

In this study the types and sources of data used were primary data in the form of questionnaires. Primary data is data obtained by researchers for specific purposes in answering research problems (Sugiono, 2015). Primary data in this research is data obtained from respondents, namely from Polres Lhokseumawe police personnel by sending questionnaires or lists of questions to these respondents.

**Population And Sample**

The sampling technique was carried out using the stratified random sampling method, this sampling technique was carried out if the population had members/elements that were not homogeneous and proportionally stratified, so that as many as 170 respondents were used as a sample according to the requirements of the SEM model (Ferdinand, 2014), namely 1-200 So the sample in this study was taken from only 170 respondents to police personnel at the Lhokseumawe Police according to the strata in Table 1. Below.

**Data analysis method**

The data analysis method used in this study is SEM (Structural Equation Modeling) with the AMOS (Analysis of Moment Structure) program version 22.0. According to Ghaozali (2014), SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation) which aims to examine the relationships between variables in a model, both between indicators and constructs, or relationships between constructs. SEM is a combination of two statistical concepts, namely the concept of factor analysis included in the measurement model and the concept of regression through structural models. In SEM analysis, variables are divided into the following:

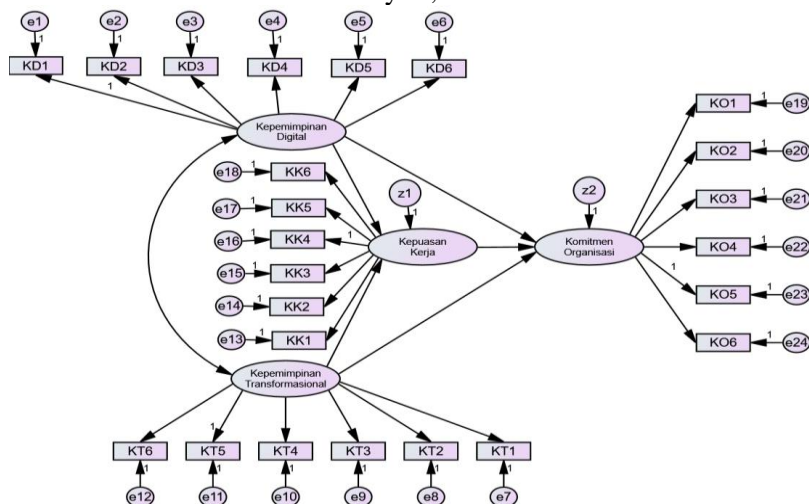


Figure 1.2 Structural Equation Modeling

**3. RESULTS AND DISCUSSION**

**Confirmatory Analysis of Exogenous Construct Factors**

In Figure 1.3 below, the confirmatory test results can be conveyed that all loading factor values for exogenous construct indicators are > 0.60 so that it can be concluded that all indicators are acceptable because they comply with the requirements of the CFA model. For more details, it can be seen in Figure 1.3 below:

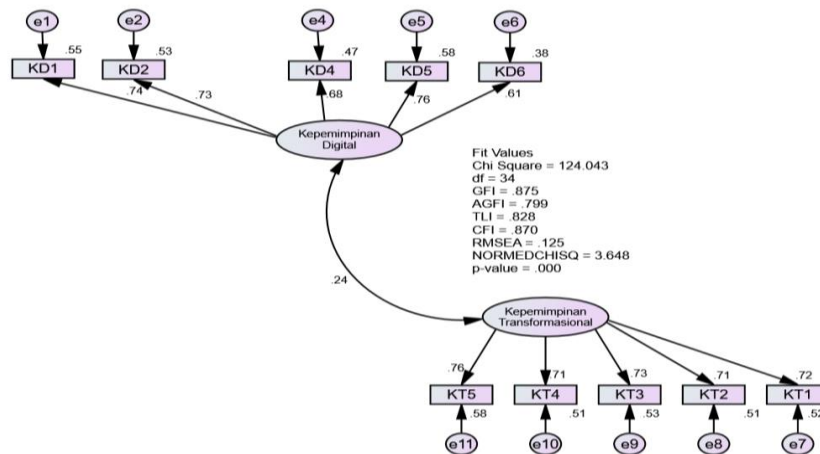


Figure 1.3. CFA exogenous construct

Table 1.1 Exogenous Construct Loading Factor Values

	Indicator	Est.	Value Cut OFF	Conclusion
KD1	<--- Leadership_Digital	.745	≥ 0.60	Valid
KD2	<--- Leadership_Digital	.729	≥ 0.60	Valid
KD4	<--- Leadership_Digital	.684	≥ 0.60	Valid
KD5	<--- Leadership_Digital	.763	≥ 0.60	Valid
KD6	<--- Leadership_Digital	.613	≥ 0.60	Valid
KT1	<--- Transformational leadership	.720	≥ 0.60	Valid
KT2	<--- Transformational leadership	.711	≥ 0.60	Valid
KT3	<--- Transformational leadership	.726	≥ 0.60	Valid
KT4	<--- Transformational leadership	.713	≥ 0.60	Valid
KT5	<--- Transformational leadership	.763	≥ 0.60	Valid

Source: Output Amos, 2023

Based on the results of the confirmatory analysis with Amos in Table 1.1, all indicators that support the exogenous construct are above > 0.60 so that it can be concluded that these indicators are valid and can be continued to the next analysis stage, namely the structural model.

### Endogenous Construct Factor Confirmatory Analysis

In Figure 1.4 below, the results of the confirmatory test can be conveyed that all loading factor values for exogenous construct indicators are > 0.60 so that it can be concluded that all indicators are acceptable because they comply with the requirements of the CFA model. For more details, see Figure 1.4 below:

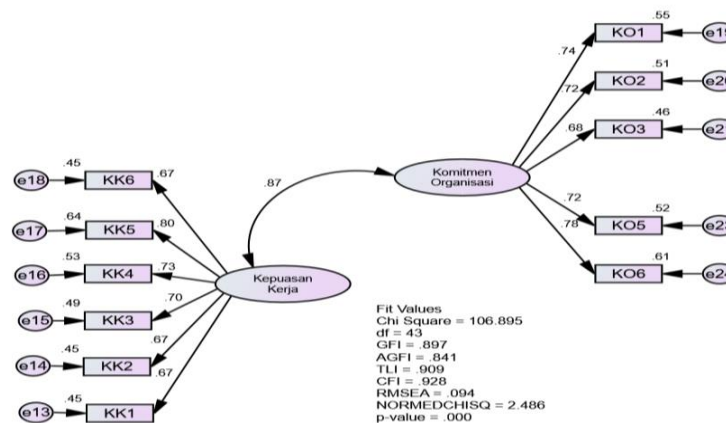


Figure 1.4 CFA endogenous construct

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Based on Figure 1.4 it can be concluded that the loading factor indicator construct endogenous loading factor value  $< 0.60$  is above the provisions so that these indicators are acceptable in this research model, for more details can be seen in Table 1.2 below:

Table 1.2 Endogen Construct Loading Factor Values

	Indicator	Estimates	Value Cut OFF	Conclusion
KK1	Job satisfaction	.670	$\geq 0.60$	Valid
KK2	Job satisfaction	.672	$\geq 0.60$	Valid
KK3	Job satisfaction	.702	$\geq 0.60$	Valid
KK4	Job satisfaction	.726	$\geq 0.60$	Valid
KK5	Job satisfaction	.802	$\geq 0.60$	Valid
KK6	Job satisfaction	.668	$\geq 0.60$	Valid
KO1	Commitment_Organizat ion	.743	$\geq 0.60$	Valid
KO2	Commitment_Organizat ion	.715	$\geq 0.60$	Valid
KO3	Commitment_Organizat ion	.681	$\geq 0.60$	Valid
KO5	Commitment_Organizat ion	.724	$\geq 0.60$	Valid
KO6	Commitment_Organizat ion	.778	$\geq 0.60$	Valid

Source: Amos Output (processed 2023)

Based on the results of the confirmatory analysis with Amos in Table 1.2, it can be explained that all indicators that support the endogenous construct are above  $> 0.60$  so that it can be concluded that these indicators are valid and can be continued to the next stage of analysis, namely the structural model.

Structural Full Model Analysis

Based on Figure 1.5 and Table 1.3 it can be explained that the model has fulfilled the goodness of fit as required in the SEM model for the Probability, GFI, and AGFI indexes which are still marginal, so this SEM model can be revised or modified according to the concept of modification indices in the SEM model, then the results of the analysis of the modification of the SEM model as shown in Figure 1.5 and Table 1.3 below, it can be explained that all exogenous variables have a significant effect on endogenous variables so that this model is able to test the research hypothesis.

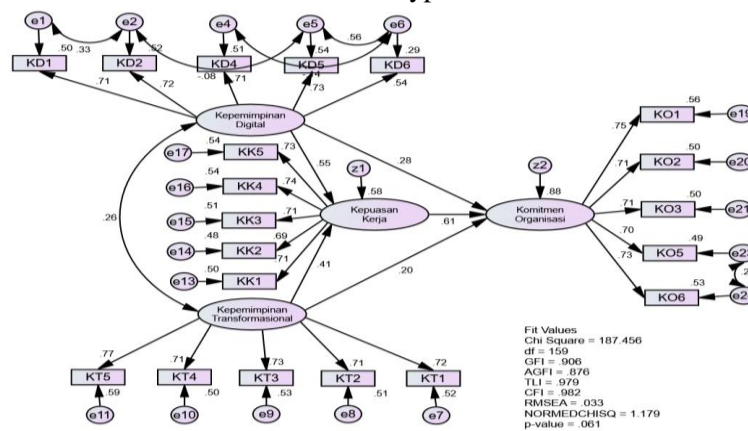


Figure 1.5 Full structural model after modification



Table 1.3 Full Model Conformity Test Results

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	<i>Analysis Results</i>	<i>Model Evaluation</i>
X2-Chi-Square	Small Expected	187,456	Good
Probability	$\geq 0.05$	0.061	Good
GFI	$\geq 0.90$	0.906	Good
AGFI	$\geq 0.90$	0.876	Good
CFI	$\geq 0.95$	0.982	Good
TLI	$\geq 0.95$	0.979	Good
CMIN/DF	$\leq 2$	1,179	Good
RMSEA	$\leq 0.08$	0.033	Good

Based on the results of the analysis of the structural model with Amos in Table 1.3, it can be explained that the results of the full model suitability test can be explained that all indices comply with the conditions specified in the structural model except AGFI which is still marginal, but in general the goodness of fit index is good and this structural model already able to test the research hypothesis.

Table 1.4 the results of the Regression Weight Structural Equalization Model Hypothesis

No	Hypothesis Statement	<i>Est.</i>	<i>SE</i>	<i>CR</i>	<i>P</i>	<i>Ket</i>
1	Digital leadership has a positive and significant effect on job satisfaction	0.548	0.100	5,679	0.000	hypothesis Accepted
2	Transformational leadership has a positive and significant effect on job satisfaction	0.407	0.084	4,838	0.000	hypothesis Accepted
3	Digital leadership has a positive and significant effect on organizational commitment	0.284	0.092	3,022	0.003	hypothesis Rejected
4	Transformational leadership has a positive and significant effect on organizational commitment	0.198	0.070	2,649	0.008	hypothesis Accepted
5	Job satisfaction has a positive and significant effect on organizational commitment	0.612	0.114	5,066	0.000	hypothesis Accepted
6	Job satisfaction partially mediates the effect of digital leadership on organizational commitment	0.329	0.086	3,784	0.000	hypothesis Rejected
7	Job satisfaction partially mediates the effect of transformational leadership on organizational commitment	0.234	0.067	3,495	0.000	hypothesis Accepted

The analysis in Table 1.4 can be explained that, the results of the first structural analysis of digital leadership and transformational leadership have an effect on the job satisfaction of Lhokseumawe City Police personnel, then the results of the second structural analysis of digital leadership, transformational leadership and job satisfaction have an effect on the organizational commitment of Lhokseumawe City Police personnel.

#### 4. CONCLUSION

Based on the research objectives that have been described previously, it can be put forward some conclusions and suggestions in this study as follows:

1. Digital leadership has a positive and significant effect on the job satisfaction of Lhokseumawe City Police personnel.
2. Transformational leadership has a positive and significant effect on job satisfaction of Lhokseumawe City Police personnel.
3. Digital leadership influences the organizational commitment of Lhokseumawe City Police personnel.
4. Transformational leadership has a positive and significant effect on the organizational commitment of Lhokseumawe City Police personnel.
5. Job satisfaction has a positive and significant effect on the organizational commitment of Lhokseumawe City Police personnel.
6. Job satisfaction does not partially or fully mediate the digital leadership relationship with the organizational commitment of Lhokseumawe City Police personnel.
7. Job satisfaction partially mediates the relationship between transformational leadership and the organizational commitment of Lhokseumawe City Police personnel.

Based on the results of the research and conclusions that have been described, the authors provide suggestions for improving management at the Lhokseumawe City Police in the future as follows:

1. The leadership of the Lhokseumawe City Police on an ongoing basis to maintain and improve their leadership style by providing inspiration, motivating, being smart in solving problems and good individual approaches to Polres apparatus, so that the apparatus has commitment and can increase job satisfaction in Lhokseumawe City Police personnel.
2. The leadership of the Lhokseumawe City Police must maintain personnel commitment, both loyalty, involvement in the daily work of personnel and responsibility for tasks so that the police apparatus can increase the performance of Lhokseumawe City Police Personnel.
3. Job satisfaction for Lhokseumawe City Police personnel needs to be maintained by increasing leadership style, digital leadership and personnel commitment to the organization of Lhokseumawe City Police personnel.
4. Furthermore, it can be explained the implications of this study, that mainly this research uses 2 exogenous variables, namely digital leadership and transformational leadership and 2 endogenous variables, namely job satisfaction and organizational commitment, the implications of this research are expected to be a model in increasing job satisfaction and increasing organizational commitment of Polri personnel in Lhokseumawe City Police..



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