Effect of Behavior Leadership and Job Satisfaction to Organization Commitment Through Employee Trust as Variable Mediating in PT.BRAM

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ABSTRACT

The problem of this research is organizational commitment as a part of an important strategy for deciding the follow-up of a strategic plan that is influenced by leadership behavior, job satisfaction through employee trust as a mediating variable in which there is a gap between theoretical and actual. The results obtained by the company that can change its decision in a certain period have an impact on the organization’s commitments that have been previously set. The purpose of this research is to know the effect of behavior and job satisfaction on organization commitment through trust employees as a mediating variables in PT. BRAM. The methodology of this research was a testing hypothesis. The data used were the primary data collected from the questionnaire. The samples consisted of 110 employees PT. BRAM, which was determined through a purposive sampling method. The data was analyzed through the Structural Equation Model (SEM) of PLS 2.0. The finding and contribution in this research that leadership behavior and job satisfaction had a direct effect on employee trust, and employee trust had a direct impact effect on organization commitment. Research implication of this research finding PT. BRAM to make strategies planning with implementation involving good leadership behavior, employee job satisfaction and employee trust as mediating on organization commitment.

Keywords: Leadership behavior, job satisfaction, employee trust and organizational commitment

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INTRODUCTION

One of the successful management of employees in human capital requires organizational commitment in every strategic implementation of the company to achieve optimal goals that have been determined in the company's strategic planning.

With such conditions, every company strives to be consistent in determining the right direction of the company's main strategic directions that can lead to success that can be enjoyed by all employees, for that the company must focus on achieving results and oriented to the implementation and strategic planning that has been made (Chandra, Takaya & Ramli, 2019). The success of organizational commitment is determined by one of them through leadership behavior in making strategic corporate decisions supported by employee satisfaction and employee trust as a mediating variable that can be measured as an early indicator of success in achieving company targets.

PT. BRAM as the place for this research is a company oriented to the coal mining business where the actual implementation of organizational commitment sometimes changes that are determined by government policies, coal commodity prices, and social conditions, this is what contributes to changes made by the company in order to follow the rhythm of this condition on the company's business so that in theory sometimes it is not in line with what is actually happening. According to Colquitt, Le Pine, and Wesson (2009).

From the situational above, the organizational commitment that the company has done to the expected results changes, depending on the underlying aspects, so that this creates a gap between the planning that the company has made with the actual occurrence so that this research is very exciting to do so the company gets added value and get the right strategic changes in order to increase company profits, the results of which can be enjoyed by all parties in the company.

LITERATURE REVIEW

Leadership behavior

Leadership behavior is one of the critical indicators of good organization, in which there are competency relationships, especially those related to emotional intelligence, leadership style, climate, and results. In besides, the role of emotions in determining leadership, seen in emotional intelligence, is directly related to leadership effectiveness that affects the overall climate of a group or organization. Overall this can be sure to have
an impact on the results achieved. Leadership behavior can be divided into two dimensions: 1) the aspect of consideration, the extent to which a leader acts in a friendly and supportive manner, seeking the welfare of subordinates, 2) initiating structure, the scale to which a leader defines and arranges the work and role of assistants to achieve goals. Jones and Brazzel (2006). The stimulus that occurs from the environment due to the mutual relationship between a person and the environment that results in the form of a person's actual actions or from words (Du Burin, 2007; Priarso, Diatmono & Mariam, 2018).

Leadership behavior is considered successful if it can influence others or groups to be able to understand what is conveyed by Greenberg & Baron (2003) so that people can change their decisions following the objectives to be achieved in the process of what has been sent by the leader. Kinicki & Kreitner (2008). Essential indicators in determining leadership behavior are through strategies that are made, time flexibility, work teams that have been formed, making decisions, making changes, delegating tasks, negotiating skills, control and supervision processes, planning, organizing, and controlling. Joseph (2007).

Another critical part in determining good leadership behavior must be supported by correct and objective sources of information to bring about an increase in company progress, as companies are driven by innovation-seeking insights about technological developments so that their products and services are of higher quality. Companies can work to manage the information obtained for future company development. Dave Ulrich (2013).

**Employee trust**

The course of the organization or company process can be practical if there is trust from employees. Employee trust can be done by sharing information Trust and willingness to share information are the leading personal factors associated with sharing knowledge. Employees may not know how to trust other employees, accommodate experience to have power over others, fear that their ideas will be underestimated, assume sharing knowledge involves too much work, and additional responsibilities. To encourage knowledge sharing, companies must recognize and promote employees who learn, teach, and share. Raymond A. Noe (2010). Positive expectations and attention from
someone will form the desire to do something that is believed and believed to be done thoughtfully. Colquitt, Le Pine, & Wesson (2009).

Five concepts of trust can be used as indicators in measuring the degree of trust in an organization, as follows: 1) Honesty in acting, 2) employee competencies, 3) employee loyalty, 4) commitment and consistency, 5) openness or openness. Robbins (2001). Through these five concepts, the company can do it to get a better level of employee trust so that it can create a mutually sustainable relationship in carrying out the wheels of the organization well and can also produce optimal performance results that have been made in corporate strategic planning.

**Job satisfaction**

The success of company management can be determined through high-quality employees by offering them learning and development opportunities, increasing their level of competence and improving skills (Ramli, 2018b), thus enabling employees to get more job satisfaction, to get higher rewards and to advance in the organization. Baron and Armstrong (2007). Besides, job satisfaction can encourage someone to develop more about the work is done by employees, of course, accompanied by good performance results. Spector (2005). Feelings that develop if someone feels satisfied with the work produced will emerge pleasant feelings that lead to positive emotions for the actions done and the experience that someone has gone through (Nelson and Quick, 2006; Mariam, 2019).

According to Baron and Armstrong (2007) that discretionary behavior (voluntary) will occur in employees who already have the motivation to carry out their work activities and have gained a sense of satisfaction with optimal performance. The behavioral motivation that is possessed through the process of rewarding employees’ work can provide commitment, job satisfaction separately or together (Ramli, 2019b).

**Organizational Commitment**

Commitment is influenced by the belief that the team can add value to the company’s business. Success in achieving work results can create momentum, learning, and confidence to face the increasingly more significant challenges for the company (Hall, 2008; Ramli, 2018a).
In implementing in the company, organizational commitment becomes one of the strengths of the company’s strategy through employees participating directly in being involved as part of the company by maintaining and accepting organizational cultural values, goals to be achieved by the company, planning and determination for their existence so that they remain in the company with an active role. Colquitt, Le Pine, & Wesson (2009)

From the foregoing, the part of all employees starting from the bottom up to the leadership of the company must have an organizational commitment, where things that have been planned, determined and decided together can be carried out with full responsibility and sincerity to each employee so that from success in achievement of individual targets can synergistically support the success of departments and organizations in the company, so that each achievement of the targeted results and achieving desired results then the consequences of success should be carried out through rewarding or rewarding the achievements given for the company’s progress going forward and proving that all which has been decided can be carried out according to organizational commitment (Ramli, 2019a).

**Picture 1:** Conceptual framework

![Conceptual framework](image)

**Hypothesis Development**

Research conducted by Behrendt, Matz & Goritz (2017) on leadership behavior states that there are three types of task-oriented responses (increasing understanding, strengthening motivation and facilitating implementation) and three categories of relationship-oriented behavior (fostering coordination, encouraging cooperation, and activating resources), each of which is subsequently determined by a number of different behaviors. While task-oriented practices are directed toward achieving shared goals, relationship-oriented behavior supports this process by increasing the coordinated
involvement of team members. All that is done by the leadership of the company how to be able to run the organization effectively, then it can affect employee confidence in their leaders. The more ideal leaders in the organization with the above application will affect employee confidence better. Based on the journal stated above, the first hypothesis can be submitted as follows:

**H1: leadership behavior influences employee trust**

Job satisfaction will occur if it has been fulfilled what employees have done and valued their work through praise or appreciation in the form of material and non-material. This is confirmed in the journal Alzyoud (2018), which states the results of research that job satisfaction significantly affects employee confidence. Based on these results, the more satisfied employees are in the company, the better the level of employee confidence in the assessment and perceived. Based on the journal stated above, the second hypothesis can be put forward as follows:

**H2: job satisfaction affects employee trust**

Maintaining performance and doing the same justice to all employees, especially in the development of Kariri and the provision of compensation benefits, is one of which can retain employee confidence. The results of research from Xeong, Lin, Jenny, and Wang (2016) stated that company leaders could show that good leadership can moderate the relationship between employee trust in superiors and the level of affective commitment towards the organization. In particular, a stronger positive relationship for employees under a right level of leadership will make a higher contribution. Based on the journal stated above, the third hypothesis can be put forward as follows:

**H3: employee trust influences organizational commitment**

**RESEARCH METHODS**

This research was conducted by analyzing whether the influence of leadership behavior (X1) and job satisfaction (X2) on organizational commitment (Y) through employee trust (M) as a mediating variable implemented at PT. BRAM, with a total population of 212 employees in the operational department where the full sample of 110 employees. Determination of population and sample size in technical research using SEM
which is operated by using the PLS 2.0 program. Following the statement from Augusty (2011), that the appropriate sample size for use in research is between 100 to 200 samples. Where the primary data is taken from the employees of PT. BRAM is in the operational department while secondary data is taken from journal, company data recording, research-related documentation, and company historical reports with data collection techniques through questionnaires containing some closed questions.

Validity testing where the variable is said to be either to the construct or its latent variable if there is a t-value > 1.96 at a factor 70 0.70 by determining the standardized loading factor ≥ 0.50 or 0.70 then it must be removed or removed from the model, or it can be said with a trimming model. Wijanto (2008). Instrument variables can be shown in the PLS 2.0 program output, on the T-test value. Relating to reliability can be expressed well if the results of the constructability value are re 0.07, another way of calculating reliability through extracted (VE), with a VE value of ≥ 0.05. The way to extract variance shows that the latent construct determines the total variance in the indicator.

**RESEARCH RESULTS AND DISCUSSION**

The results of the study that showed respondents' answers to general questions as a complement to the data were as follows: 1) leadership behavior (X1) with a sample size: 110, Min: 1.67, Max: 5.00, Mean: 4.0257 and Std Dev.: .848468, This statistical result shows that almost the majority of respondents answered the choice of answers at number 4 (good) where the expected leader behavior figures are integrity, discipline, strategic thinking to go forward, listen and be wise before deciding. 2) job satisfaction (X2) number of samples: 110, Min: 1.67, Max: 5.00, Mean: 4.1358 and Std Dev.: 0.57479, the results of this statistic indicate that most of the respondents answered the choice of answers in number 4 (satisfied) where respondents get their duties and responsibilities transparently according to written targets according to key performance indicators (KPI), feel valued, involved in thinking for the progress of the company and given motivation by their respective superiors so that employees feel satisfaction in carrying out their respective jobs. 3) employee trust (M) number of samples: 110, Min: 2.00, Max: 5.00, Mean: 4.1725 and Std Dev.: .58479. This statistical result shows that almost the majority of respondents answered the choice of answers in numbers 4 and 5 (good and very good) where respondents feel trust in the company in carrying out its operations
because all are involved in achieving results, and every result received by employees can be received according to employees performance achieved, in addition to that the career path in the company is declared open and transparent with the level of income that is set in the salary structure that has been decided by management.

Hypothesis 1 test results, showed the result of $\beta$ was 0.305, the value of T-Value was 3.075 (Criteria> 1.96) with the information H 1 accepted. The results show that there is an influence on the $\beta$ value of 0.305, which means that if the leadership behavior increases, it will increase employee trust as well. The t-value result was 3.075 and significant at $\alpha = 0.05$ (t table significance of 5% = 1.96). The t-value results are above the criterion value, then the result there is an influence between leadership behavior on employee trust in PT. BRAM Leadership behavior in the company that has been applied to employees by applying the principles of the best role models that will bring the image of leadership followed by all employees through attitudes that are full of integrity, discipline, oriented to the company's strategy in achieving maximum results, full of optimism, firm in making a decision by considering and listening to input from employees before making a decision, fostering empathy by supporting the difficulties faced by subordinates, and accountable for taking responsibility in carrying out their duties and work, the things that have been explained in for having an influence on employee trust in the company.

Hypothesis 2 test results, showing the results of $\beta$ is 0.503, the value of T-Value is 6,528 (Criteria> 1.96) with the information H2 is accepted. The results show that there is an influence on the $\beta$ value of 0.503, which means that if job satisfaction increases, it will increase employee trust as well. The t-value was 6.528 and it was significant at $\alpha = 0.05$ (t table of 5% significance = 1.96). The t-value results are above the criterion value, then the result there is an influence between job satisfaction on employee trust in PT. BRAM The level of job satisfaction felt by employees in the company can indicate the level of employee confidence. This can be known from the results of this study because there are several things where employees feel a good level of satisfaction, namely, they feel supported in carrying out tasks and jobs of all technical and non-technical matters. There is a feeling of excitement, joy, fun that is felt by employees at work, they also feel the existence of justice in a company that is made very transparent, namely in terms of career development, salary and benefits given to positions in the stipulated salary structure, including in employee development and always positive association and full of optimism in achieving the results that will be run.
Hypothesis 3 test results, showed the result of $\beta$ was 0.347, the value of $T$-Value was 3.562 (Criteria $> 1.96$) with the information H3 accepted. The results show that there is an influence on the $\beta$ value of 0.347, which means that if employee trust increases, it will increase organizational commitment as well. The $t$-value results were 3.562 and significant at $\alpha = 0.05$ ($t$ table significance of 5% $= 1.96$). The $t$-value results are above the criterion value, then the result there is an influence between employee trust on organizational commitment at PT. BRAM. Employee trust is a matter that can affect good or bad organization commitment carried out. From the results of this study, almost all employees answered well; of course, this is supported by data showing an increase in employee performance determined through KPI every year. This, of course, is also influenced by the reliability and expertise and honesty of the employees in creating various innovations and creativities that can produce a satisfying performance that has an impact on the organizational commitment that has been planned and applied to all employees from the lowest to the highest levels.

**CONCLUSION**

Based on the results of the research above, the findings that can be delivered are as follows: that leadership behavior has an impact on employee trust, job satisfaction has an influence on employee trust, and employee trust has an impact on organizational commitment.

The company can maintain the things that have been done up to now where the variables above that have been tested have influence to be carried out in the business so that the company can make better programs that can support employee motivation and improve employee competency and active leadership roles the company as a role model can have a positive influence so that a second layer can be prepared that can lead the company better in the future.

**Implications**

The implications of the results of this study that can be implemented in managerial policies are focused on the efforts of employee empowerment programs in terms of increasing competence by respecting and always giving positive direction to the resulting performance, of course this must be done together starting from the lowest employees
to top management so that the synergy of policies and plans that have been made can be run as well as possible by all employees who will have an impact on achieving optimal results. Achieving optimal results, the company should be able to support also in providing facilities needed by employees to support their work, both technical and non-technical. Top leaders should also be able to provide guidance, direction, and guidance in solving any work problems so that work results and employee performance are expected to be achieved optimally.

**Limitations And Suggestions**

Limitations in this study were carried out on one private company by having a limited number of respondents used in this research object. To get more comprehensive results, researchers can suggest further research by involving several different companies and respondents and by using different or same research methods by adding questions to the questionnaire so that we can find out the overall picture of the results of this research further. Other suggestions for companies to develop employee talent management programs, employee engagement programs, improvement of suggestions and infrastructure of a healthy work environment, and adequate work facilities to support employee work.

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