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3 THE RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOR TO ORGANIZATIONS COMMITMENT, BUDGETARY PARTICIPATION, AND JOB SATISFACTION IN CREATING GOOD GOVERNMENT IN BENGKULU CITY

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Abstract

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This study purposed to examine the relationship between leadership behavior toward organizations commitment, budgetary participation and job satisfaction. The results of this study were (1) leadership behavior has a positive and significant relationship to organizational commitment in creating a good government, (2) leadership behavior has a positive and significant relationship to the budget participation in creating good government, and (3) leadership behaviors have a positive relationship and significant impact on job satisfaction in creating good government. This study advice (1) effective leadership behaviors can encourage employees are committed to change and instill a new strategy to mobilize and focus the energy and resources of the organization, (2) leadership behavior that open and humanists will make subordinates to communicate that they need, and (3) trustworthy leadership behavior, foster enthusiasm and creativity of his subordinates in order to bring the organization in accordance with the mission and vision in achieving organizational goals.

Keywords: leadership behavior, organizational commitment, budgetary participation, job satisfaction, good government

I. Introduction

The emphasis of research on the behaviors that employees acted outside their official roles (extra role behavior), is a critical factor for the effectiveness of the organization (Morrison and Phelps, 1999). The focus of this study is interesting, because employee behavior is very big role in order to improve organizational performance, but still relatively neglected in empirical research, especially in government agencies where required by the public good government.



Research in the field of leadership has also resulted in the conclusion that leadership behavior affects the perceived job satisfaction of employees. (Vanderberg and Lance, 1992). Job satisfaction is determined by the difference between one's all to be expected with all of the job perceived above all actually received.

From the above discussion, the researcher would like to see more deeply how the relationship between leadership behavior to good government.

1.1. Problem Formulation

Based on the above problems can be formulated as follows:

1. How is the relationship between leadership behaviors on organizational commitment in order to establish good government in the city of Bengkulu.
2. How is the relationship between leadership behavior towards budgetary participation in order to create good government in Bengkulu city government.
3. How is the relationship between leadership behavior on job satisfaction in order to establish good government in the city of Bengkulu.

1.2. Research Objectives

Objectives to be achieved in this study is to assess:

1. Relationship between leadership behavior on organizational commitment in order to establish good government in the city of Bengkulu.
2. Relationship between leadership behavior towards budgetary participation in order to create good government in the city of Bengkulu.
3. Relationship between leadership behavior on job satisfaction in order to establish good government in the city of Bengkulu.

1.3. Benefits of Research

Benefits that will be achieved in this study are:

1. As the material for the evaluation of government officers in organizational commitment, budgetary participation and job satisfaction in creating good government.



2. To add to the depth of knowledge, especially in the field of human resource management and public sector accounting.

II. Literature Review

2.1. Leadership

Pawar and Eastman (1997) defines leadership as a process to achieve a collective goal, through the unification of motives mutual owned by the leader and subordinates. Empirical testing conducted by Howell and Avolio (1993), who concluded that leadership behavior directly and positively affect the performance of the business unit level. Jung and Avolio (2000), found that leadership has both a direct and indirect relationship with the subordinate's performance.

2.2. Organizational Commitment

Commitment to the organization is generally defined as the extent of one's involvement in the organization and strength of identification with a particular organization. Organizational commitment can be characterized by: a) a strong belief against the organization, and acceptance of the goals and values of the organization; b) a willingness to exert effort for the sake of the organization; and c) a strong desire to maintain a relationship with the organization (Meyer et al, 1993). According Arini (2010), in supporting the welfare and success of the organization where she worked someone who has a high commitment to the organization will exhibit the following two characteristics: (1) a strong urge to remain a member of the organization, (2) willingness to do our best for the sake of organization.

2.3. Budgetary Participation

The budget prepared by involving subordinates are more likely to negotiate with your boss about the budget targets may be achieved (Brownell and McInnes, 1986). Some researchers identified that the performance impact of budgetary participation is influenced by psychological factors, such as motivation, locus of control and attitude (attitude), and is also influenced by organizational factors, such as the level of decentralization and leadership style and environmental factors. Characteristics of the budget is needed to menentukan receipt of a budget by budgetees.



The study examined the relationship of participation in budget management performance, showing results that are not always consistent. Indriantoro study (1995) found significantly increased management performance will increase if the budget participation. Research conducted Supomo (1998), showed that participation type has no significant relationship with managerial performance.

2.4. Job Satisfaction

Most research in the field of employee job satisfaction is based on two basic assumptions. First, job satisfaction is a potential determinant to predict absentee rates, displacement, performance and behavior outside of work. Secondly, that the main antecedent employee attitudes can be influenced by the ability of the management company. Empirical evidence presents a conclusion that a person's job satisfaction positively affects organizational commitment. Clugston (2000) found that job satisfaction positively influences affective commitment, continuants, and normative. However, Hackett et al (1994) found that job satisfaction is negatively affecting continuants commitment, and positively associated with affective and normative commitment.

2.5. Relations Leadership Behavior on Organizational Commitment, Budgetary Participation, and Job Satisfaction

Podsakoff et al (1996) concluded that in order to foster the commitment of the members of the organization to change, can be done by applying transformational leadership. Accordingly research also Judge and Bono (2000) and Bycio et al (1995), concluded a significant relationship between transformational leadership behaviors with organizational commitment. A perceived job satisfaction tends to affect the level of commitment to the organization for which he works. Clugston (2000) found that job satisfaction positively influences affective commitment, continuants, and normative. Thus the hypothesis being tested, are:

Hypothesis 1: Behavioral leadership is positively related to organizational commitment in creating good government

Procedural justice is on a leader have a good relationship with managerial performance is indirect through an intervening variable that budgetary participation and procedural fairness have a relationship with job satisfaction, and are directly or indirectly through intervening variables budgetary participation. Thus the two hypotheses are:

Hypothesis 2: The behavior of the leadership is positively related to budget participation in creating good government.

Various research on leadership has resulted in the conclusion that the behavior of the leader was significantly related to the behavior and response of the followers (Podsakoff et al, 1996). Judge and Bono (2000), found that leadership behavior affects job satisfaction and satisfaction of subordinates to leaders. Therefore, three hypotheses to be tested are:

Hypothesis 3: Behavior of leadership is positively related to job satisfaction of subordinates in creating good government.

The frame of mind in this study as follows.



Figure 1. Relations Leadership Behavior on Organizational Commitment, Budgetary Participation, and Job Satisfaction in Creating Good Government.

III. Methodology Research

3.1. Research Approach

This research uses a survey approach and a pilot test of the instrument conducted research on graduate student M. Hum, M.Si, MM, MPP and M Ed in the city of Bengkulu as many as 40 people were taken by purposive sampling method.

3.2. Population and Sampling Method

The study population was the state apparatus in Bengkulu city government in 15 departments, 8 weight, 4 offices on education, and 9 sub-district office. The sampling method using purposive sampling method



with the criteria section heads/fields/section/agency involved in the preparation of the budget of at least 1 year. The number of samples amounted to 86 people.

3.3. Data Collection Method

Means of data collection in this study was done by questionnaire. Questionnaires distributed to each of the state apparatus in Bengkulu city government agencies.

3.4. Methods of Data Analysis

Descriptive statistics were used to summarize the respondents' demographic conditions and a description of the study variables. Hypothesis testing using Spearman correlation analysis.

IV. Results And Discussion

4.1. Description of Data

The distribution of questionnaires administered and delivered directly by the researcher to the respondents who are in departments, agencies, offices, and government districts in the city of Bengkulu listed in Table 4.1 below.

Table 4.1. Distribution of Questionnaire Research in Bengkulu City Government Agencies

No.	Agencies	Total Number of Questionnaires	Questionnaires were Distributed Processing
I	Department:		
	1. Department of Education	5	4
	2. Department of Health	3	3
	3. Department of Cooperatives and Small and Medium Enterprises Development	5	3
	4. Department of Industry and Trade	4	4
	5. Department of Tourism and Culture	3	1
	6. Department of Labor, Youth and Sports	3	2
	7. Departement of Social	4	3
	8. Department of Agriculture and Livestock	4	3
	9. Department of Marine and Fisheries	5	3
	10. Department of Civil Registration	4	4
	11. Departement of Parks and Hygiene	3	2



	12. Department of Transportation, Communication and Information	4	3
	13. Department of Public Works	5	3
	14. Departement of City Planning and Building Supervisor	2	2
	15. Department of Revenue, Finance and Asset Management	3	3
II	Board:		
	1. Inspectorate	4	3
	2. Regional Development Planning Board	4	3
	3. National Unity, Politics and Public Protection Board	3	3
	4. Community Empowerment, Women and Family Planning Board	2	1
	5. Environment Board	3	3
	6. Regional Employment Board	3	2
	7. Food Security and Implementing Guidance Board	3	3
	8. Integrated Licensing Service Board	3	3
III	Office:		
	1. Office of Libraries, Archives and Documentation	3	3
	2. Office of Liaison	3	3
	3. Office of the Civil Service Police Unit	1	1
	4. Fire Department	2	2
IV	Districts:		
	1. Gading Cempaka	1	1
	2. Singaran Pati	2	2
	3. Kampung Melayu	1	1
	4. Muara Bangkahulu	2	2
	5. Ratu Agung	2	2
	6. Ratu Samban	1	1
	7. Selebar	1	1
	8. Sungai Serut	1	1
	9. Teluk Segara	2	2
	Total	105	86

Sources: Primary data, processed, 2012

4.2. Description of Respondents

Demographics of the respondents in this study as follows:

Table 4.2. Description of Respondents in Bengkulu City Government Agencies



No	Criteria	Number (people)	Percentage (%)
1	Gender:		
	○ Male	70	81
	○ Female	16	19
2	Age:		
	○ 20 – 30 years old	8	9
	○ 31 – 40 years old	35	41
	○ 41 – 50 years old	28	33
	○ 51 – 60 years old	15	17
3	Education:		
	○ Senior High School	0	0
	○ Bachelor	8	9
	○ Undergraduate	62	72
	○ Postgraduate	16	19
4	Future Work with the office now:		
	○ <1 years	0	0
	○ 1 – 2 years	5	6
	○ 3 – 5 years	21	24
	○ 6 – 8 years	26	30
	○ > 8 years	34	40
5	Position:		
	○ Head Field/Section	59	69
	○ Head Sub-Field/Section	27	31

Sources: Primary data, processed, 2012

Based on Table 4.2 are generally the male respondents are more than the women. Judging from the age, the majority of respondents were in the age range 31-50 years were 63 people, or 74 percent. The education level of respondents, mostly undergraduate (S1) of 62 people or 72 percent. Experience working respondents during his tenure in the City of Bengkulu in over 6 years as many as 60 or 70 percent. Based on his post, respondents generally occupying the position of head field/sections as much as 59 or 69 percent.

4.3. Respondents Perceptions on Organizational Commitment Variables

Persepsi respondents' organizational commitment variables as follows:

Table 4.3 Perceptions of Respondents on Organizational Commitment Variables in Bengkulu City Government Agencies



Scale Likert	Perception	Frequency	Percentage
1.	Strongly Disagree	38	5.52
2.	Disagree	63	9.16
3.	Neutral	130	18.89
4.	Agree	214	35.47
5.	Strongly Agree	213	30.96
	Total	688**	100.00

**86 respondents x 8 statement item = 688

Most respondents agreed and strongly agreed with the frequency of 457 or 66.43 percent committee desirous trying with all effort to help us be successful office, received nearly every type of job assignment in order to keep working in this office, proudly told other people that I work in this office, and this office gives the best opportunities to improve the performance of this office.

Statement of the respondents strongly disagree, disagree, and neutral with 231 or 33.57 percent frequency that is proud of our office as a good organization to work, find the option to work in this office is very precise compared to other offices that have been considered before, and very big awareness of the future of this office.

4.4. Respondents Perceptions on Budgetary Participation Variables

Persepsi respondents to a variable budget participation as follows.

Table 4.4 Perceptions of Respondents on Budgetary Participation Variables in Bengkulu City Government Agencies

Scale Likert	Perception	Frequency	Percentage
1.	Strongly Involved	28	5.43
2.	Not Involved	68	13.18
3.	Neutral	134	25.96
4.	Involved	176	34.11
5.	Highly Engaged	110	21.32
	Total	516**	100.00

**86 respondents x 6 statement item = 516

Sources: Primary data, processed, 2012

Most of the respondents are involved and very engaged with the frequency of 286 or 55.43 percent said the effect input during the last budget, whether the reasons given in the budget revisions are



made, and involvement in the preparation of the budget. Statement respondents sometimes with frequency of 134 or 25.96 percent of the input is given to the importance of budgets and often give opinions/suggestions on the budget at the boss without being asked. Statement respondents strongly involved and not involved with the frequency of 96 or 18.61 percent, which is often asked by the boss to give opinions/suggestions on the budget.

4.5. Respondents Perceptions on Job Satisfaction Variables

Persepsi respondents' job satisfaction variables as follows.

Table 4.5 Perceptions of Respondents on Job Satisfaction Variables in Bengkulu City Government Agencies

Scale Likert	Perception	Frequency	Percentage
1.	Strongly Disagree	45	6.54
2.	Disagree	88	12.79
3.	Neutral	170	24.71
4.	Agree	140	34.88
5.	Strong Agree	145	21.08
	Total	688**	100.00

**86 responden x 8 statement item = 688

Most respondents strongly agree and agree with the frequency of 385 or 55.96 per cent expressed the personality according to the field of work, salary/wages in accordance with the workload, and are satisfied with the salary/wages received. Statement of neutral respondents with frequency 170 or 24.71 percent, which supports the work of the working environment and work according to skills/disciplines. Statement of the respondents strongly disagree and disagree with the frequency of 133 or 19.33 percent, which has the opportunity to develop creativity/ideas in the work, satisfied to have co-workers who can work with, and personality in accordance with the field work.

4.6. Respondents Perceptions on Leadership Behavior Variables

Persepsi subordinates to superiors on leadership behavior variables as follows.

Table 4.6 Perceptions of Respondents on Leadership Behavior Variables in Bengkulu City Government Agencies



Scale Likert	Perception	Frequency	Percentage
1.	Strongly Disagree	11	2.56
2.	Disagree	19	4.42
3.	Neutral	101	23.49
4.	Agree	178	41.39
5.	Strong Agree	121	28.14
	Total	430**	100.00

**86 respondents x 5 statement item = 430.

4.7. Hypothesis Testing

The results of data processing research to determine the relationship of leadership behavior with each of the study variables: organizational commitment, budgetary participation and job satisfaction by using a computer program SPSS version 16 can be seen in Table 4.7 below.

Table 4.7. Hypothesis Test Results Using Spearman Rank Correlation

			COMITMENT_	PARTISIPATION_	JOB_	BEHAVIOR
Spearman's rho	COMITMEN_ ORGANISATION	Correlation	1.000	.608**	.563**	.767**
		Sig. (1-tailed)	.	.000	.000	.000
		N	86	86	86	86
	BUDGET PARTISIPATION_	Correlation	.608***	1.000	.506***	.637***
		Sig. (1-tailed)	.000	.	.000	.000
		N	86	86	86	86
	JOB SATISFACTION	Correlation	.563***	.506***	1.000	.616***
		Sig. (1-tailed)	.000	.000	.	.000
		N	86	86	86	86
	LEADERSHIP BEHAVIOR	Correlation	.767***	.637***	.616***	1.000
		Sig. (1-tailed)	.000	.000	.000	.
		N	86	86	86	86

** Correlation is significant at the 0.01 level (1-tailed).

Based on the hypothesis test results in Table 4.7, the correlation coefficient between the variables of leadership behavior and organizational commitment has a significance level of 0.767. The relationship between leadership behavior variables were tested with organizational commitment is positive.

Probability value of 0.000 (one-tailed) < standard alpha value of 0.01 means that there is a significant relationship between leadership behavior and organizational commitment.

The coefficient of correlation between leadership behavior variables with budgetary participation has a significance level of 0.637. The relationship between leadership behavior variables with budgetary participation under test is positive. Probability value of 0.000 (one-tailed) < standard alpha value of 0.01 means that there is a significant relationship between leadership behavior with budgetary participation.

The correlation coefficient between the variables of leadership behavior with job satisfaction has a significance level of 0.616. The relationship between the variables of leadership behavior with job satisfaction were tested positive value. Probability value of 0.000 (one-tailed) < standard alpha value of 0.01 means that there is a significant relationship between leadership behavior and job satisfaction.

The magnitude of the relationship between the variables of leadership behavior and organizational commitment, budgetary participation and job satisfaction as follows:

Table 4.8. The Amount of Variable Interpersonal Research on Public Authorities Bengkulu City

No.	Variable	Leadership Behavior	Rate Relationship
		Spearman Correlation	
1.	Organizational Commitment	0.767	Strong
2.	Budget Participation	0.637	Strong
3.	Job Satisfaction	0.616	Strong

Sources: Primary data, processed, 2012

Based on the above table 4.8 Spearman correlation coefficient of 0.767 means that the level of the relationship between leadership behavior and organizational commitment is strong. Spearman correlation coefficient of 0.637 means that the strength of the relationship between leadership behavior level with the participation of the budget, and the Spearman correlation coefficient of 0.616 means that the strength of the relationship between the level of leadership behavior with job satisfaction in Bengkulu city government agencies.

V. Conclusions and Recommendations

5.1. Conclusion

Based on the results of the study can be summarized as follows:



1. Behavior leadership has a positive and strong relationship and significant to the organization's commitment to creating a good government in the city of Bengkulu.
2. Behavior leadership has a positive and strong relationship and significant budgetary participation in creating good government in the city of Bengkulu.
3. Behavior leadership has a positive relationship and a strong and significant impact on job satisfaction in creating good government in the city of Bengkulu.

5.2. Suggestion

1. Conduct effective leadership can encourage employees are committed to change and instill a new strategy to mobilize and focus the energy and resources of the organization.
2. Behavior leadership open and humanists will make them subordinate to communicate the need and responsibility to create a budget.
3. Behavior leadership to trust and to foster enthusiasm and creativity of his subordinates in order to bring the organization in accordance with the mission and vision in achieving organizational goals.

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