



## EFFECT OF JOB SATISFACTION, EMPLOYEE LOYALTY AND EMPLOYEE COMMITMENT ON LEADERSHIP STYLE (HUMAN RESOURCE LITERATURE STUDY)

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**Abstract:** The Literature Review article on the Effect of Job Satisfaction, Employee Loyalty and Employee Commitment to Leadership Style is a scientific article that aims to build a research hypothesis on the influence between variables which will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from the online media Google Scholar and uses Mendeley as a reference. The results of this Literature Review article are that: 1) Job Satisfaction has an effect on Leadership Style; 2) Employee Loyalty has an effect on Leadership Style; and 3) Employee Commitment has an effect on Leadership Style. Apart from these 3 independent variables that affect endogenous variables, there are other factors including salary, work environment and work culture variables.

**Keywords:** Job Satisfaction, Employee Loyalty, Employee Commitment, Leadership Style

### INTRODUCTION

In the current era of disruption, every organization or company is required to excel and be able to reach the market in order to maintain its business continuity. To be a superior company requires a leader who organizes and executes the company's plans to achieve its goals. Apart from being a leader, the company also needs superior and competent human resources. To obtain superior human resources, various indicators need to be considered so that companies are able to compete in the current disruptive era. Where is the need to increase employee capabilities and appreciation for employees in order to achieve employee satisfaction in the midst of the development of very massive information media.

Based on the background described by the researcher, the formulation of the problem is obtained as follows:

1. Does Job Satisfaction affect Leadership Style ?.
2. Does Employee Loyalty affect Leadership Style ?.
3. Does Employee Commitment affect Leadership Style ?.

## LITERATURE REVIEW

### Leadership Style

Leadership style is a normal behavior that is applied by someone when that person wants to influence the behavior of others. A leader in influencing his subordinates or his subordinates must implement a good and correct leadership style, so that his subordinates or subordinates can be influenced. Leadership style can also be a determinant of the success of a leader in motivating his subordinates. (Sudirno & Utama, 2017)

The leader motivates his subordinates so that they participate in owning the company and increase employee loyalty. In addition to managing the company, a leader is required to serve subordinates, and subordinates are required to be active in participating in decision making by conveying information, suggestions and considerations. The indicators of a person's Leadership Style according to Kartono (2008), namely:

- a. Motivating Ability
- b. Communication Ability
- c. Decision Making Ability
- d. Ability to Control Emotions
- e. Responsibility

Leadership styles have been widely studied by previous researchers, including: (Alurmei, 2019), (H Anas, 2020), (Athalarik & Susanto, 2020), (Sumarno Manrejo, Moeljadi, Surachman, & Sudjatno, 2020), (Sudiantini, 2020).

### Job Satisfaction

Job satisfaction is an evaluation indicator that describes a person's condition on his environment and his attitude about his experience at work. According to Hasibuan (2013) Job Satisfaction is an emotional attitude that explains where a person likes his job, where this attitude can be seen from work morale, achievement and discipline. (Jufrizen, 2017)

The indicators of Job Satisfaction, according to Yuwono, quoted by Spector in Badriyah (2015: 241), are as follows:

- a. Salary
- b. Promotion
- c. Appreciation
- d. Work Regulations
- e. Work Colleague

Job Satisfaction has been widely studied by previous researchers, including: (P. B. Sianipar, 2019), (Pangkey, Irfana, & Irsan, 2019), (Kurniawan, 2020), (Lantu & Irfana, 2019), (Andrian et al., 2021).

### Employee Loyalty

Employee loyalty is the loyalty of an employee to an organization or company which can be seen in his commitment to give the best effort for the organization or company. (Valentino & Haryadi, 2016)

Employee loyalty is grouped into three categories: 1) Employee loyalty to the organization or company; 2) Employee loyalty to the leader and 3) Employee loyalty to a job. The indicators of Employee Loyalty according to Jun Cai & Shin (2006) are as follows:

- a. Obedience and Obedience
- b. Dedication
- c. Responsibility
- d. Ability to Obey
- e. Honesty

Employee Loyalty has been widely studied by previous researchers, among others: (Haryudi Anas, 2019), (Kurniawan, S., & Zen, 2021), (Y. Saputra, Rosihan, Spalanzani, Kumalasari, & Riyanti, 2022), (Kurniawan, D., Putra, C. I. W., & Sianipar, 2021).

### Employee Commitment

According to Sopiah (2008: 155) Commitment is a condition in which a person stays in an organization and is willing to work hard to achieve organizational goals. If an employee gets what he wants from the organization, then the employee's work motivation will increase and employee discomfort is caused because the work they do is boring and the compensation given is not sufficient for their needs. (Angelliza Chantica, Cahyani, & Romadhon, 2022)

The indicators of Employee Commitment according to Kaswara and Santoso (2008) are as follows:

- a. Discipline
- b. Responsibility
- c. Loyalty
- d. Improve the ability of

Employee Commitment has been widely studied by previous researchers, among others: (Pangkey et al., 2019), (Iksan, Imaddudin, & Athalarik, 2022).

**Table 1. Relevant Previous Research**

No	Author (year)	Previous Research Results	Similarity with this article	Difference with this article
1	(Narpati, Andrian, & Nursal, 2020)	The Effect of Turnover Intention and Job Satisfaction on the Work Productivity of Sales Promotion Girl (SPG) Matahari Department Store - Bekasi	Have in common discussing Job Satisfaction in a Company or Organization	There are differences in the research loci.
2	(Valentino & Haryadi, 2016)	Employee Loyalty at CV Trijaya Manunggal	Have in common discussing Employee Loyalty in the Company or Organization	There are differences in the locus of research, and the relevant article conducts research on CV Trijaya Manunggal
3	(Angelliza Chantica et al., 2022)	The Role of Supervisory Management: Commitment, Planning, Employee Abilities (HR Literature Review)	Have in common discussing Employee Commitment	In this study, there was no research locus
4	(Tian Sanjaya, Rafli hermawan, & Dwi Mardika, 2022)	Factors Affecting Leadership: Work Quality, Work Effectiveness and Work Communication (Literature Review of Work Quality)	Have in common discussing Leadership	There are differences in indicators that affect leadership and in this study there is no research locus
5	(Mukhtar, M., Ali, H., & Jannah, 2016)	Analysis of the Influence of Leadership Style and Organizational Culture on Career Development of the Ministry of Religion of Jambi Province	Have similarities in discussing Leadership Styles in an Organization	There are differences in the dependent variable and the research locus

6	(Suharyono & Ali, 2015)	The Influence of Motivation, Discipline and Leadership Style on Employee Work Performance at the Social Service of Manpower and Transmigration of Batang Hari Regency	Have in common discussing the Leadership Style in an Organization	There are differences in the loci of the research conducted
7	(Setiawan, 2021)	Determination of Work Motivation and Employee Performance: Total Quality Management and Leadership Style (Literature Review of Human Resource Management)	Have in common discussing the Leadership Style in an Organization	There are differences in the type of research and independent variables.
8	(Batubara, 2020)	The Influence of Leadership Style on Employee Performance at the Procurement Department of PT INALUM (Persero)	Have in common discussing the Leadership Style in a Company	There are differences in the locus of the research conducted, this research was conducted at PT INALUM (Persero)
9	(Lantu & Irfana, 2019)	Leadership and Job Satisfaction Impact on Teacher Performance	Have in common discussing about Job Satisfaction	There are differences in endogenous variables, namely teacher performance

## RESEARCH METHODS

The research methods used are qualitative methods and library research. Studying the theory and the influence relationship between variables from an online journal sourced from Google Scholar and using Mendeley as a reference. In addition, analyzing relevant previous articles sourced from reputable and unreported scientific journals.

In qualitative research, literature review must be used consistently with methodological assumptions. In the sense that it must be used inductively so that it does not direct the questions posed by the researcher.

## DISCUSSION

Based on the background, problem formulation, theoretical studies and relevant previous research, the discussion of this research in the concentration of Human Resource Management, among others:

### 1. The Effect of Job Satisfaction on Leadership Style

Job Satisfaction is one indicator to measure the level of satisfaction of an employee with the work given and also with the compensation given. Job satisfaction is an important indicator for company management to evaluate whether its employees experience job satisfaction, because if employees do not get job satisfaction, it is feared that employee motivation will be low so that employee performance is not optimal. (Jufrizen, 2017)

And if someone gets job satisfaction, both in terms of workload, salary and work culture, it can be ascertained that the employee has a strong motivation so that employee performance will be maximized. With good employee performance, of course, it will have a good effect on company performance. (Lantu & Irfana, 2019)

Job satisfaction has an effect on leadership style. This is relevant to research conducted by: (Rozzaid, Herlambang, & Devi, 2015), (Lantu & Irfana, 2019).

## 2. The Effect of Employee Loyalty on Leadership Style

Employee Loyalty is an indicator to see employee loyalty to the organization or its leaders. Employees who have high loyalty will obey the workload and regulations given in their company, or those given by their superiors. Employee loyalty grows from the fairness given by the company or an organization, both in terms of salary, compensation, workload and also working hours. With this justice, employees will respect every policy made by the organization or company, so that during their work, employee loyalty will grow. (Mahaputra & Saputra, 2021)

Employee loyalty has an effect on this leadership style which is relevant to research conducted by: (P. B. H. Sianipar, 2022), (Mahaputra & Saputra, 2021).

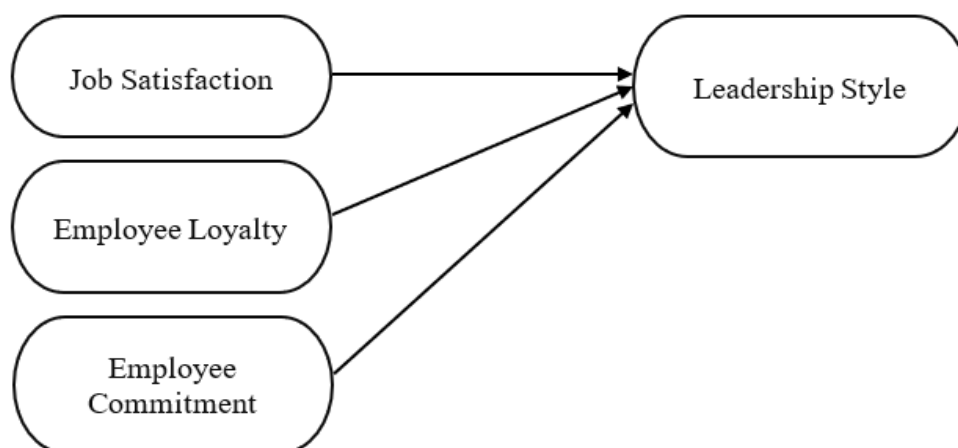
## 3. The Effect of Employee Commitment on Leadership Style

Employee Commitment is a condition where an employee is ready to do the job and obey any existing rules. Commitments are usually made at the beginning of the employee's work, by carrying out a work contract that contains the workload given, salary, benefits and others. If the employee is willing to sign the work contract, it means that the employee is committed to the organization or company and the leader. (Angelliza Chantica et al., 2022)

Employee Commitment has an effect on this Leadership Style which is relevant to research conducted by: (Sumarno Manrejo, 2019), (A Zen, 2019), (Angelliza Chantica et al., 2022), (A. Zen, 2019).

## Conceptual Framework

Based on the problem formulation, theoretical studies and previous research, the following conceptual framework is obtained:



**Figure 1. Conceptual Framework**

Based on the conceptual framework above, then: Job Satisfaction, Employee Loyalty and Employee Commitment affect Leadership Style.

Apart from the variables of Job Satisfaction, Employee Loyalty and Employee Commitment, there are other factors that affect Leadership Style, including:

- 1) Skill: (F. Saputra, 2022b), (S Manrejo & Fitarningsih, 2021), (Sjafrizal, Dwinarko, & Madonna, 2020), (Iksan et al., 2022), (Kainde, Saimima, & Yurnal, 2021), (Atmoko & Noviriska, 2022), (Muzzamil, Fatimah, & Hasanah, 2021), (Mujab, Sukreni, Muzzamil, & Nainggolan, 2021), (Supriyadi et al., 2019).



- 2) Knowledge: (F. Saputra, 2022a), (Andrian et al., 2021), (Sulistyanto, Dwinarko, Sjafrizal, & Mujab, 2020), (Noviriska, 2019), (Yurnal, 2016), (Yurnal & Ihsan, 2019), (F. Saputra, 2022b), (Putri Primawanti & Ali, 2022), (Dhianty, 2022), (Siswanto & Putri, 2021).
- 3) Motivation: (Agustian Zen, Sukaesih, & Malik, 2022), (F. Saputra, 2021), (Sumarno Manrejo & Ariandien, 2022), (Supriyadi et al., 2019), (Imaddudin, 2020), (Ala, 2017), (Erviani, Suciati, & Pohan, 2019), (Sinthya, Dwinarko, & Pohan, n.d.), (Zulfah, Putri, & Pohan, 2020), (Ala, 2017).
- 4) Work Environment: (Mahaputra & Saputra, 2021), (Haryudi Anas, 2019), (Viena, 2021), (Dwinarko, 2019), (Imaddudin, Sitanggang, Bachtar, & Priyadi, 2022), (Atmoko & Noviriska, 2022), (Tian Sanjaya et al., 2022), (Dhianty, 2021), (Kainde et al., 2021), (Hermansyah, 2004).
- 5) Compensation: (Sumarno Manrejo & Sebayang, 2021), (Husadha, C., Zen, A., & Panjaitan, 2014), (Imaddudin et al., 2022), (Pangkey et al., 2019), (F. Saputra & Ali, 2021).
- 6) Company Awareness: (Riyani, Sitanggang, & Novrian, 2008), (Sinaga, Madonna, & Novrian, 2020), (Riyani et al., 2008), (Y. Saputra, 2021), (F. Saputra & Ali, 2022), (Riyani et al., 2008), (Suarjana & Suprpti, 2018), (R. Saputra & Dhianty, 2022), (Soetoto, 2018), (Hermansyah, 2006), (Ala, Prawira, Prabowo, & Gemaël, 2021), (Noviriska, 2019), (Viena, 2021), (Riyani et al., 2008), (Sinaga et al., 2020), (Putra, Lawanis, Ala, & Bahtra, 2022).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the hypothesis of the research results above and the discussion, the researchers determined the following conclusions:

1. Job Satisfaction has an effect on Leadership Style. This shows that job satisfaction, one of which is measured by salary and compensation, has an effect on leadership style, where a leader who provides proper salary and compensation will increase an employee's job satisfaction.
2. Employee Loyalty has an effect on Leadership Style. This shows that the higher the employee loyalty, the better the leadership style he has.
3. Employee Commitment has an effect on Leadership Style. This shows that the rules given by the company affect the Leadership Style. With various rules set by the leader, employees will still have a commitment to the company.

### Recommendation

Based on the conclusions above, in addition to the factors of job satisfaction, employee loyalty and employee commitment that affect leadership style. There are other factors that influence the Leadership Style, namely: Salary, Work Environment and Work Culture.

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