

The Effect Of Situational Leadership Style And Achievement Motivation On The Organizational Commitment Of Pt Makmur Bintang Plastindo's Employees

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Abstract – Employee organizational commitment to the organization or company is the most important part. Employee organizational commitment is one of the goals that can show the results of the success of an organization related to achieving goals. Organizations that are able to increase organizational commitment from their employees are organizations that are able to operate effectively. One of the ways in which employee organizational commitment can be improved is through the application of the right situational leadership style. So that employees and organizations have the same goals. In addition to situational leadership style, achievement motivation can also increase the commitment of an employee. The purpose of this study was to determine the effect of situational leadership style and achievement motivation on the organizational commitment of PT Makmur Bintang Plastindo employees. Knowing the effect of situational leadership style on organizational commitment of employees of PT Makmur Bintang Plastindo. The effect of achievement motivation on the organizational commitment of PT Makmur Bintang Plastindo employees and which variables have the most influence on the organizational commitment of PT Makmur Bintang Plastindo employees. Population Measurement tools used in this study are organizational commitment scale, situational leadership style scale and achievement motivation scale. Based on the research results obtained through simple regression analysis and multiple regression analysis, it shows that situational leadership style and achievement motivation together have a positive and significant effect on organizational commitment. Situational leadership style and achievement motivation contribute to organizational commitment by 70.7% (Adjusted R Square 0.707). The implication of this research is for organizations that want to increase employee organizational commitment by applying the right situational leadership style or increasing employee achievement motivation through existing policies in the company or organization in order to increase employee organizational commitment.

Keywords – Situational Leadership Style, Achievement Motivation, Organizational Commitment, PT Makmur Bintang Plastindo.

I. INTRODUCTION

Employee commitment to an organization is the most important part in a company, where employee organizational commitment can have an influence on employee behavior related to work (Klinsontorn, 2005). Employees with high organizational commitment will usually display work performance that tends to be thorough regarding what is being done and is full of responsibility in carrying out all the tasks given and shows an attitude of loyalty to the organization or company. Therefore, the role of human resources in creating organizational commitment is very important from the management line, from the bottom line to the top line, must be able to play a role in realizing and encouraging the creation of organizational commitment in order to realize the goals of the company or organization.

Issues related to employee organizational commitment to the organization or company become a very important issue to be considered related to problems in the world of work. Although an understanding of the meaning and concept of organizational commitment and its presentation is very important for employees to create an efficient and effective working condition so that the company or organization is able to achieve the goals and vision and mission of the organization or company (Kuntjoro, 2002). Mowday, Steers and Potter Avolio et al (2009) define that an employee who has a strong commitment to the organization will show an efficient and effective performance than an employee who does not have a commitment to the organization.

Mangkunegara (2012) states that there are three main factors that can realize the formation of organizational commitment to employees. First, employees must have a feeling that they are part of the organization. Second, employees who work must understand and like their work where this can be realized by improving the quality of leadership and creating a leadership style that can encourage employees to create commitment to the organization. Third, the importance of a sense of belonging. In addition, things that can increase organizational commitment include trust, good communication between leaders and employees, strong motivation from within employees to do a good job, involvement, flexibility, career development opportunities and job satisfaction (Widianto). , 2013). Good leadership and right on target will create or grow employee organizational commitment Porter et al in Widianto (2013). PT. Makmur Bintang Plastindo is a company that applies situational leadership style.

In addition to situational leadership style that influences employee organizational commitment, achievement motivation also influences employee organizational commitment. According to research conducted by Widianto (2013), employees who have good motivation and are in accordance with the application will realize the creation of organizational commitment in employees. Jones (1998) states that employees with high organizational commitment will have an effect on motivation and employees will be more satisfied with what has been done, and these employees generally will not leave the organization or company. Employees who have high achievement motivation tend to have a strong organizational commitment at work. Based on the explanation above, researchers are interested in seeing and conducting research on the influence of situational leadership style and achievement motivation on employee organizational commitment at PT. Makmur Bintang Plastindo.

II. OBJECTIVES AND METHODS

Based on the problem formulation underlying this research, it can be concluded that the main objective of this research is to determine the effect of situational leadership style and achievement motivation on the organizational commitment of PT Makmur Bintang Plastindo employees. Does situational leadership style have a positive and significant influence on employee organizational commitment? Does achievement motivation have a positive and significant influence on the organizational commitment of PT Makmur Bintang Plastindo employees? Knowing which variables are more dominant in influencing the organizational commitment of PT Makmur Bintang Plastindo employees?

The method used in this study is a quantitative research method, using data sources derived from the analysis of the influence of Situational Leadership Style, Achievement Motivation and Employee Organizational Commitment. The subjects in this study were 80 employees. The data collection method in this study used a Likert scale model. For the data analysis method, the researcher used simple regression analysis and multiple regression analysis as well as classical assumption test consisting of data normality test (using Kolmogrov-Sumirnov), linearity test, autocorrelation test (using Durbin-Watson), multicollinearity test and lastly heteroscedasticity test (using the Scatter Plot), and test the discrepancy of items using the Statistical Package for Social Science (SPSS for Windows Version 20.0).

III. RESULTS AND DISCUSSION

Based on the results of the classical assumption test, it can be seen that the normality test in this study has a value below indicating that the value of the probability (Asymp. Sig. 2-tailed) situational leadership style is 0.636. Then the value of the probability (Asymp. Sig. 2-tailed) achievement motivation is 0.631. Then the value of the probability (Asymp. Sig. 2-tailed) organizational commitment is 0.542. Thus, it can be concluded that the research data of the three variables were normally distributed because the p value > 0.05 (Field, 2009). As for the results of linearity testing between situational leadership style variables and organizational commitment, it was found that the F value was 14.646 with a linearity significance of 0.000 ($p > 0.05$). Then to test the assumption of linearity between the variables of achievement motivation and organizational commitment, the F scale is 176.955 with a linearity significance of 0.000 ($p < 0.05$). This shows that the assumption of linearity between the independent variable and the dependent variable has been fulfilled. For the multicollinearity test, it shows that the tolerance value is $0.900 > 0.10$ and the VIF

value is $1.111 > 10$ which can be concluded that from these variables there is no multicollinearity between independent variables. As for the autocorrelation test, it shows a value of 1.316 which can be concluded that in testing the research variables there are no symptoms of autocorrelation. Meanwhile, the results of the heteroscedasticity test showed that there were no symptoms of heteroscedasticity in this study.

Based on the results of the study using the simple regression analysis method and multiple regression analysis on the effect of situational leadership style and achievement motivation on employee organizational commitment, it can be concluded that the hypothesis obtained is that the $F_{count} = 93,049$ with a significance value of $p = 0.000$ ($p < 0.05$). While the F_{table} value for $N = 80$ and the significance of $p = 0.05$, the F_{table} value is 3.11. Thus the value of $F_{count} > F_{table}$ ($93.049 > 3.11$). so it can be concluded that situational leadership style and achievement motivation have a significant influence on the organizational commitment of PT Makmur Bintang Plastindo employees. The results of the study of the influence of situational leadership style on employee organizational commitment showed that the R_{square} value obtained was 0.183 or 18.3%. So that it can be interpreted that the situational leadership style contributes to organizational commitment by 0.183 or 18.3%. Then it can be seen that the F_{hitung} value is 12,448 with a significance value of 0.001 ($p < 0.05$). So that it can be interpreted that the situational leadership style has a significant effect on the organizational commitment of PT Makmur Bintang Plastindo employees. The results of the study of the effect of achievement motivation on employee organizational commitment showed that the R_{square} value obtained was 0.694 or 69.4%. So it can be interpreted that achievement motivation contributes to organizational commitment by 0.694 or 69.4%. Then it can be seen that the F_{hitung} value is 177,317 with a significance value of 0.000 ($p < 0.05$). So it can be interpreted that achievement motivation has a significant effect on the organizational commitment of PT Makmur Bintang Plastindo employees. Based on the analysis conducted using the stepwise multiple regression method, it can be seen that achievement motivation has more influence on employee organizational commitment than situational leadership style. It can be seen that the R_{square} value obtained from achievement motivation is 0.694 or 69.4%. Based on the descriptive research, it can be seen that the description of the value of the organizational commitment variable based on the categorization formula shows the dominance of research subjects who have strong organizational commitment. This is evidenced by the organizational commitment point score of 62.33 (X 62.33) with a percentage of 83.8%. Meanwhile, the value of the situational leadership style variable shows a high percentage of 33 (X 33) with a percentage of 73.8%. For the achievement motivation score variable, the average number of employees' organizational commitment of the research subjects is in moderate numbers with a percentage of 72.5%. Meanwhile, 27.5% of PT Makmur Bintang Plastindo employees have high achievement motivation.

Based on the analysis of hypothesis testing and descriptive above, it can be concluded that there is a significant effect based on the results of hypothesis testing. In more detail, it can be explained that the first hypothesis in this study, namely that there is a positive and significant effect of situational leadership style on the organizational commitment of PT Makmur Bintang Plastindo employees is accepted. Based on the results obtained from research data, it shows that situational leadership style has a positive and significant effect on employee organizational commitment. Where these results are also in line with the results of previous research which states that situational leadership style has an influence on employee organizational commitment (Widianto, 2013, Felix Anthony & Marcus Remiasa, 2019, Ida Windi Wahyuni & Djamaludin Ancok, 2004, Hilma, 2020, Omidifar, 2013, Hersey & Blanchard, 2002, Maier and Brunstein, 2001). The second hypothesis in this study is that there is a positive and significant effect of achievement motivation on the organizational commitment of PT Makmur Bintang Plastindo employees. Based on the results of field research, it can be seen that achievement motivation has a significant and positive influence on employee organizational commitment. The results of this study also strengthen the results of previous studies which have the same hypothesis (Shirley, Paningkat & Salman, 2017, Desmiati, 2013, Ichsan, 2010, Dimas, Heru & Sri, 2017, Nawawi, 2000, Widianto, 2013, Sungkono, 2006, Jones, 1998). Finally, for the hypothesis that situational leadership style and achievement motivation have a significant influence on the organizational commitment of PT Makmur Bintang Plastindo employees, it shows that the third hypothesis is accepted and the variable that has the most influence on organizational commitment is achievement motivation.

The role of situational leadership style variables and achievement motivation in general has a significant influence on the organizational commitment of PT Makmur Bintang Plastindo employees. Where it can be seen that these two variables have a positive impact on employee organizational commitment to the organization or company. This is in line with Widianto (2013) things that can increase employee organizational commitment, among others, through trust in the organization, interpersonal communication among employees and with leaders within the organization or company, strong achievement motivation, employee involvement in the organization, flexibility, opportunities career development within the company and job satisfaction.

IV. CONCLUSION

From the results of the study, it can be concluded that situational leadership style and achievement motivation together have a positive and significant influence on the organizational commitment of PT Makmur Bintang Plastindo employees. The two variables in this study both have a fairly high influence, with the achievement motivation variable having the highest influence on organizational commitment compared to situational leadership style. This shows that the higher the influence of situational leadership style and achievement motivation on PT Makmur Bintang Plastindo employees, the higher the organizational commitment of PT Makmur Bintang Plastindo employee

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