

# STUDY ON THE RELATIONSHIP OF LEADERSHIP STYLE AND EMPLOYEES' AFFECTIVE COMMITMENT

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## ABSTRACT

Leadership style is often considered as one of the vital factors that can increase employee commitment and is seen as an important basis for achieving organizational goals. Commitment is one of the factors that connects employees with the organization and organizational commitment helps an organization in achieving its goals. Without effective and strategic leadership, organizations will find it difficult to maintain profitability, productivity, and competitive advantage. Without a strong commitment from employees, it will also be difficult for organizations to treat employees as important assets. Therefore, this study will observe the relationship between leadership style and affective commitment. The population in this study were employees in the production department. Sampling is purposive sampling by taking employees who have worked for more than 10 years. The number of respondents is determined by 100 people. The analytical tool is the Spearman Rank Correlation with the help of the SPSS 26 program. The findings of this study state that it is true that there is a positive relationship between leadership style and employees' affective commitment. The more positive the employee's perception of the manager's leadership style, the higher the affective commitment to the company.

Keywords: leadership style, organizational commitment, affective commitment, employee behavior.

## INTRODUCTION

Humans are the most important element in managing and driving the production process. Human resource development is an organization's way of maintaining the existence of all components of the organization. When a company experiences development, it is increasingly faced with the complexity of implementation. Companies are faced with big challenges to win the competition so that accurate planning, strategy and implementation are needed (Ahmad et al., 2014).

Judging from the empowerment and management of human resources, companies need to create a conducive environment, high employee commitment to the company, fairness, workloads that are in accordance with employee competencies, attitudes and behavior of managers to form employee satisfaction (Cahyono, 2021). The professionalism and quality of work of employees is one of the important factors that are needed by companies to achieve goals (Freddy et al., 2015). The professionalism and quality of work of employees is also an indication of their commitment to the company as an organization where they make a living so that it can be said that an employee who is committed to the organization will try to work seriously to realize the goals the organization wants to achieve wholeheartedly for progress. organization (Padma, 2018; Fatimah et al., 2018).

Commitment to the organization is described by Robbins (1998) as a condition that causes an employee to side with an organization and its goals and intends to maintain membership in the organization. Arifin and Darmawan (2021) add that commitment to the organization is a condition that describes the giving of effort, ability and individual loyalty to the organization as well as acceptance of the values and goals of the organization. Organizational commitment is a special understanding of the individual as a psychological bond to the organization including a sense of involvement with work, commitment and belief in organizational values (Mardikaningsih, 2021; Mardikaningsih & Sinambela, 2022). In this case, commitment is not just loyal but more than that so that organizational commitment is a form of psychological closeness between members and their organization.

According to Rhoades (2001), and Schultz & Schultz (2002), commitment to the organization can be divided into three types. Each of these commitments has a different level. The first is continuance commitment, meaning commitment based on members' perceptions of the losses they will face if they leave the organization, that is, a member remains or leaves the organization based on consideration of the gains and losses he gets. Normative commitment is a commitment that includes individual feelings about the obligations and responsibilities that must be given to the organization so that individuals remain in the organization because they feel obliged to be loyal to the organization (Ernawati, 2020; 2022).

Affective commitment is related to emotional, identification and involvement of individuals in an organization, members who have this commitment have an emotional attachment to the organization which is reflected through involvement and feelings of pleasure and enjoying a role in the organization (Sinambela, 2021). Affective commitment is rated higher than normative commitment and continuance, while normative commitment is rated higher than continuance commitment (rational commitment). Therefore, in the context of this study, it can be said that employees who have an affective commitment will be more valuable to the company than the other two types of commitment because it involves emotional factors so that employees with affective commitment will work with feelings of pleasure and enjoy the role (Widiyana & Darmawan, 2003). 2021).

In an effort to achieve the goals of a company must pay attention to various factors that influence it (Cascio, 2006; Wahyudi, 2006). The company's goals will not be achieved without good cooperation between employees and leaders (managers). The development of a company is very influential by the leadership and work environment as well as the skills of the employee in working hard (Wahab, 2017). Each employee must have a high morale in carrying out company activities.

The role of the manager is one of the main drivers in running the company's sustainability (Werdati, 2020). Therefore, knowledge about leadership needs to be considered by the company to increase employee morale. This will create job satisfaction and employees will work optimally. A person's leadership style is important for companies in spurring employee motivation. High morale is characterized by high discipline, interest in work, high enthusiasm and motivation to work, motivated to think creatively and imaginatively, consistently at work. Disciplinary behavior in the workplace can indicate a lack of affective commitment to the organization. One of the factors that influence commitment to the organization is the structural

characteristics which include the characteristics of the organization along with all applicable policies, including the policies of organizational leaders (Jamaluddin et al., 2013). Organizational leadership policies will affect the work behavior displayed by subordinates. The quality of the leader is often considered the most important factor in the success or failure of an organization. Leadership is essentially the ability that a person has to foster, guide, direct and move others so that they can work together to achieve the goals that have been set. To realize these goals, leaders need to carry out a series of activities including directing the people involved in the organization they lead.

Manager policy is the implementation of the leadership style in leading the company (Luthans, 2011). This leadership style will then be perceived by all subordinates, namely employees (Kiley et al., 2015). Based on this description, a manager needs to apply a leadership style that is acceptable to his subordinates in accordance with the needs and goals of the company. The leadership style of the manager can be perceived positively if it meets or approaches the expectations of his subordinates (Hariyani et al., 2016). If the manager's leadership style can be perceived positively, the manager and his subordinates will be able to jointly optimize all potential and commitment to achieve company goals. Based on this description, it was decided that this study would examine the relationship between leadership style and affective commitment.

## **RESEARCH METHODS**

This research uses quantitative research. This type of research is descriptive research and explanatory research. This study highlights the relationship between research variables in this case is leadership style and affective commitment. The research was carried out in one of the large factories in Mojokerto district.

The population in this study were employees in the production department. Sampling is purposive sampling by taking employees who have worked for more than 10 years. The number of respondents is determined by 100 people.

Two variables involved are leadership style and affective commitment. Affective commitment to the organization is a psychological attachment to the organization. Individuals stay in an organization because they want and there is emotional involvement in the organization. The indicators of this variable are (a) belief in and acceptance of the goals and values of the organization; (b) the desire to strive earnestly in the interests of the organization; (c) a strong desire to maintain membership in the organization.

The leadership style of the manager will be perceived by employees. This variable is the cognitive process or interpretation and affection of subordinates to the manager's leadership, whether the manager is able to demonstrate the ability, experience, bring ideal influence, pay attention and appreciate and be able to motivate his subordinates to work optimally. The indicators involved are (a) the behavioral dimensions of tasks such as setting goals, organizing, setting time limits, directing and controlling; (b) dimensions of relationship behavior such as providing support, communicating, facilitating interaction, actively listening and providing feedback.

All of these indicators are translated into question items in the questionnaire which are positioned as primary data sources. The results of the questionnaire will then be analyzed through the Spearman Rank Correlation with the help of the SPSS 26 . program.

## RESULTS AND DISCUSSION

The results of the data analysis on the characteristics of the respondents based on the profile are indicated by the groups of gender, age, and education. There were 37 men and 63 women. Age was dominated by the group of 30-39 years as much as 63%. The majority of respondents in this study graduated from high school as many as 82 respondents.

From the description analysis of respondents' opinions, the following description is obtained. There were 71 respondents who stated that their superior's leadership figure was positive. There are 26 people who have doubts, and the rest do not see it positively. From the level of commitment, they have no intention to leave the company as many as 86 people and 13 people still say they don't know. The level of job satisfaction was achieved by 49 respondents, the rest were still average, and there were two people who said they were not satisfied.

The validity test of the question items passed because each of them had a correlation value per item of more than 0.3. While the reliability test also passed where the leadership style variable had an alpha value of 0.776 and affective commitment of 0.855. All variables are declared reliable.

Correlation test using Spearman Rank Correlation. Table 1 is the output result of SPSS.

Table 1. Correlations

|                |                      |                         | Leadership style | Affective commitment |
|----------------|----------------------|-------------------------|------------------|----------------------|
| Spearman's rho | Leadership style     | Correlation Coefficient | 1.000            | .561**               |
|                |                      | Sig. (2-tailed)         | .                | .000                 |
|                |                      | N                       | 100              | 100                  |
|                | Affective commitment | Correlation Coefficient | .561**           | 1.000                |
|                |                      | Sig. (2-tailed)         | .000             | .                    |
|                |                      | N                       | 100              | 100                  |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output

Table 1 has a significant value of 0.000 and proves that there is a real relationship between the variables of leadership style and affective commitment. Spearman's correlation is 0.561. This means that the strength of the relationship between leadership style and affective commitment reaches 56.1%. This is in the category of a fairly strong relationship. The better the leadership style shown by the boss, the more potential it has to strengthen affective commitment. There is a unidirectional relationship that occurs or is positive. With a leadership style mismatch will cause a decrease in the affective commitment of employees.

Based on these findings, it can be stated that the employee's affective commitment which is the feeling or emotional orientation of employees to the company can be strengthened by a leadership figure that matches the work behavior of the employees. This finding is in accordance with the findings of Mohammad (2012) and Jahroni et al. (2021) which states that leadership will strengthen organizational commitment. According to Kleine and Weißenberger (2014); and Borgmann et al. (2016), leadership style is positively correlated with organizational commitment.

According to Karina et al. (2015) and Putra and Sinambela (2021), the right leadership will lead to job satisfaction. The right leadership accompanied by the support of good working conditions will lead to good work results from employees (Santosa & Darmawan, 2002; Mardikaningsih, 2016; Sinambela & Lestari, 2021). Leadership behavior is determined by aspects of education, training, age and work experience (Oetomo & Darmawan, 2004). Companies can pay attention to these aspects when determining a leader figure (Baskoro et al., 2002). According to Razali (2006), leaders can increase the confidence of employees that they are able to provide the best results from their work. Even so, it still depends on the characteristics of each individual (Ramadhan, 2013). Rusman (2007) and Novrianda et al. (2012) stated that the right leadership will lead to a good atmosphere of professionalism as well to encourage strong commitment from employees. Leaders must perform a supervisory function to ensure it actually materializes (Bernardin & Russel, 2013; Putra et al., 2017). In the end, according to Darmawan (2010), the existence of a strong commitment is a real indication that there is loyalty in employees to the organization. This must be achieved and realized based on the view that employees are a valuable asset for the company.

## **CONCLUSION**

Based on the results of data analysis and discussion, it is concluded that it is true that there is a positive relationship between leadership style and employee affective commitment. The more positive the employee's perception of the manager's leadership style, the higher the affective commitment to the company.

There are several suggestions that can be used as input for consideration for the company. Efforts to increase employee organizational commitment can be done by paying attention to employee welfare, being open to criticism and suggestions from employees and maintaining positive perceptions from employees. In addition, to establish and maintain a conducive and familial work atmosphere as well as to provide motivational encouragement for employees which can increase the affective commitment of employees. Further improving the quality of communication between managers and subordinates, paying attention to complaints and input from subordinates, inviting discussion of problem solving in order to create a comfortable work climate and a sense of belonging to the company.

Employees are expected to be able to maintain and increase the affective commitment of the organization. Employees should be able to continue to internalize existing organizational values, be inspired by the company's vision and mission, work with awareness and responsibility and show high dedication to the success of the organization.

For further researchers, it can involve other variables related to leadership style and affective commitment. such as age, gender, length of work, scope of position, work environment, workload, compensation, job satisfaction, and so on.

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