

## Leadership Effectiveness, Organizational Commitment and Job Satisfaction Towards Employee Performance at PT. Hilon Sumatera

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### ABSTRACT

This study aims to test and analyze the influence of leadership effectiveness, organizational commitment and job satisfaction on employee performance at PT. Hilon Sumatera. Data collection was carried out through questionnaires, interviews and documentation. The population of employees in the production department of PT. Hilon Sumatera, as many as 55 people with a sample of 55 people taken using saturated sampling techniques or census. The analysis techniques used in this study are validity and reliability tests, multiple linear regression analysis and hypothesis testing. Data analysis in this study used SPSS version 25. The results of this study formulated that the multiple regression equation is  $Y = 5.516 + 0.319X_1 + 0.356X_2 + 0.245X_3$  meaning that the t test shows that leadership effectiveness has a positive and significant effect on employee performance at PT. Hilon Sumatera with a value of t count  $(3.719) > t \text{ table } (1.675)$  with a significant level of  $0.000 < 0.05$  so that the decision  $H_0$  is rejected and  $H_1$  is accepted. This means that the variable of leadership effectiveness has a positive and significant effect on employee performance at PT. Hilon Sumatera. The t-value  $(2.809) > t \text{ table } (1.675)$  with a significant level of  $0.007 < 0.05$  so that the decision is taken  $H_0$  is rejected and  $H_1$  is accepted. This means that the variable of organizational commitment has a positive and significant effect on employee performance at PT. Hilon Sumatera. The t-value  $(2.608) > t \text{ table } (1.675)$  with a significant level of  $0.012 < 0.05$  so that the decision is taken  $H_0$  is rejected and  $H_1$  is accepted. This means that the variable of job satisfaction has a positive and significant effect on employee performance at PT. Hilon Sumatera. The value of the determinant coefficient (R Square) of 0.378 means that employee performance can be explained by leadership effectiveness, organizational commitment and job satisfaction by 37.8%, while the remaining 62.2% can be explained by other factors such as work stress, workload, work discipline that were not examined in this study.

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## INTRODUCTION

Human resources are one of the important factors in an organization, therefore human resources must be managed properly to improve the effectiveness and efficiency of the organization. Therefore, the success of an organization is largely determined by the human resources in it and the company must be able to properly empower all components of its human resources to be able to increase competitiveness.

Employee performance is the result of employee work during a certain period. These thoughts are compared with targets or goals that have been agreed upon together. Of course, the assessment still considers various circumstances and considerations that affect this performance. Performance has a major role in the progress of the company. Employee Performance of PT. Hilon Sumatera can be seen from the targets and production realizations in the period (2019-2023), as in table 1.1 below.

**Table 1. Employee Performance at PT. Hilon Sumatera for 2019-2023**

Year	Target (Units)	Actual (Units)	Realization-To-Target Ratio
2019	50,700	49,450	0.975
2020	50,700	49,300	0.972
2021	47,000	46,800	0.995
2022	49,400	48,000	0.971
2023	50,000	49,850	0.997

Source: PT. Hilon Sumatera

Based on Table 1.1, the sales level of PT. Hilon Sumatera is the target in the year (2019) of 50,700 units, the realization of 49,450 units, the ratio of realization to target of 0.975, the target in the year (2020) of 50,700 units, the realization of 49,300 units, the ratio of realization to target of 0.972, the target in the year (2021) of 47,000 units, the realization of 46,800 units, the ratio of realization to target of 0.975, the target in the year (2022) of 49,400 units, the realization of 48,000 units, the ratio of realization to target of 0.971 and the target in the year (2023) of 50,000 units, the realization of 49,850 units and the ratio of realization to target of 0.997. The phenomenon of employee performance at PT. Hilon Sumatera, namely the level of product sales at PT. Hilon Sumatera in the year (2019-2023) the target has not been realized as expected. This means that the ratio of realization to the target is below 100% and tends to fluctuate.

The next factor that affects employee performance is job satisfaction. To see an overview of organizational commitment in the following table, the author displays a recapitulation of employee turnover at PT. Hilon Sumatera.

**Table 2. Summary of Employee Turnover at PT. Hilon Sumatera for 2019-2023**

Year	Number of Production Employees (People)	Left (People)	Joined (People)
2019	63	8	5
2020	60	9	7
2021	58	7	6
2022	57	5	3
2023	55	5	5
<b>Total</b>		<b>34</b>	<b>26</b>

Source: PT. Hilon Sumatera

Based on Table 2 above, it can be seen that from the year (2019-2023) there are always employees who leave every year, if seen from the data that the number of employees who left was 34 people and employees who joined were only 26 people in the time span (2019-2023). The phenomenon regarding organizational commitment at PT. Hilon Sumatera is that employees cannot adjust to the company's goals. The reason employees leave is not because they retire, but because they feel uncomfortable with their jobs. This shows that employees who have joined the company cannot adjust to the company, so employees choose to leave the company.

To see an overview of job satisfaction, it can be seen from the job promotion data in table 1.3 below:

**Table 3. Job Promotions for Employees at PT. Hilon Sumatera**

Year	Number of Production Employees (People)	Employees Promoted	Job Promotion Percentage
2019	63	4	6.34%
2020	60	5	8.33%
2021	58	3	5.17%
2022	57	2	3.50%
2023	55	1	2.00%

Source: PT. Hilon Sumatera

From Table 3 above, it can be seen that the promotion rate at PT. Hilon is very low. Based on the data in the table above, such as in 2019 the number of employees who received job promotions was (8.16%), in 2020 it was (9.61%), in 2021 it was (6%), in 2022 it was (3.70%) and in 2023 it was only (1.81%). The phenomenon of job satisfaction is that the quality and abilities possessed by employees do not support them in getting higher responsibilities and positions. Previous research related to this variable was conducted by Amelia Puspita Sari (2020) with the title "The Effect of Leadership Effectiveness, Work Environment and Communication on Employee Performance (Empirical Study on MSMEs in Magelang Regency)" from the results of her research showed that leadership effectiveness had a negative and significant effect on employee performance.

Research related to the variables above is Siswanto, et al. (2017) in their research entitled "The Effect of Job Satisfaction and Organizational Commitment on Employee Performance at PT. Indra Kelana Yogyakarta" from the results of the study showed that organizational commitment had a negative and significant effect on employee performance.

Research related to the above variables is Yunar, et al. (2021) in their study entitled "The Effect of Job Satisfaction on Employee Performance with Job Stress as a Mediating Variable" from the results of the study showed that job satisfaction had a negative and significant effect on employee performance.

## LITERATURE REVIEW

### Leadership Effectiveness

According to Mardiasmo (2017:134) effectiveness is a measure of the success or failure of an organization in achieving its goals. If the organization achieves its goals, then the organization has been running effectively. According to Sutrisno (2010:213) leadership is a process of a person's activities to move others by leading, guiding, influencing others to do something in order to achieve the expected results. According to Rivai and Mulyadi (2011:154) leadership effectiveness is a process in determining organizational goals, motivating someone's behavior to achieve goals, improving groups and their culture.

According to Mukhtar (2016:30) determining the dimensions of leadership effectiveness, namely:

Leadership-Member Relationship, Task Structure, Leader Position Strength. Factors that influence leadership effectiveness according to Setiawan and Muhith (2013:32) are Individual Ability Factors, Position Factors, Situational and Condition Factors. Kartono (2008:34) states that there are six indicators of leadership effectiveness, namely: Decision-Making Ability, Motivation Ability, Communication Ability, Ability to Control Subordinates, Responsibility, ability to control emotions.

### Organizational Commitment

According to Griffin (2008:15) Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. According to Panggabean (2004:135) commitment is the strength of a person's recognition and involvement in a particular organization. According to Sopiah (2008:155) organizational commitment is another term for work

commitment. Organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization.

Priansa (2018:2459) states that the factors that influence organizational commitment are: Fairness and job satisfaction, Job Security, Organizational Understanding, Employee Involvement, Employee Trust. According to Yusuf (2018:39) states that the dimensions of organizational commitment are: Identification with the organization, Involvement, Loyalty. According to Lincon and Bashaw and Sopiah (2011:72) the indicators used in this measurement are: Employee Loyalty, Employee Willingness, Employee Pride in the Organization.

### **Job Satisfaction**

According to Rivai and Sagala (2011:860) there are many factors that influence job satisfaction, such as leadership style, work productivity, behavior, locus of control, fulfillment of salary expectations and work effectiveness. According to Davis and Newstrom (Lijan, 2012:256) explains that job satisfaction is the employee's feelings about whether or not their work is pleasant. According to Windryanto (Suwardi, 2011:78) job satisfaction is basically a pleasant or unpleasant emotional state and employees view their work.

According to Sutrisno (2010:80) the factors that influence job satisfaction are:

Psychological Factors, Social Factors, Physical Factors, Financial Factors. Widodo (2015:20) stated that there are several indicators of job satisfaction, namely: Salary, Work itself, Co-workers, Superiors, Promotion, Work Environment.

### **Employee Performance**

According to Simamora (2006:192) performance refers to the level of achievement of tasks that form an employee's job, performance reflects how well employees meet the requirements of a job. According to Sedarmayanti (2011:260) stated that performance is a translation of performance which means the work results of a worker, a management process or an organization as a whole where the results of the performance must be able to be shown concretely and can be measured. According to Sastrohadiwiryono (2010:235) there are eight elements of performance, namely: Loyalty, Achievement, Responsibility, Obedience, Honesty, Cooperation, Initiative, Leadership. Mathis, (2011:65), stated that there are 5 factors that influence performance, namely: Quantity of work, Quality of work, Job satisfaction, Commitment to the organization, Cooperative attitude. Employee performance indicators according to Bernadine (2004:187) are: Quality, Quantity, Effectiveness, Independence.

## **RESEARCH METHOD**

This research method uses a quantitative approach with multiple linear regression analysis techniques. The research population consists of 55 employees of the production department of PT. Hilon Sumatera, and the entire population is sampled using saturated or census sampling techniques. Data were collected through questionnaires distributed to respondents, interviews to gain further information, and documentation to complete the required data. In data analysis, validity and reliability tests were used to ensure the accuracy of the instrument, as well as multiple linear regression to see the relationship between the research variables. In addition, hypothesis testing was conducted to test the effect of each variable on employee performance. All data analysis processes were carried out with the help of SPSS version 25 to facilitate statistical data processing.

## RESULT AND DISCUSSION

The data analysis technique used is multiple linear regression which is useful for determining the influence of leadership effectiveness, organizational commitment and job satisfaction on employee performance. Data processing is done using SPSS (Statistical Program For Social Science) version 25. Based on the results of the multiple linear regression test, it can be seen in the following table:

**Table 4. Results of Multiple Linear Regression Analysis Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.516	1.979		2.787	.007
Leadership Effectiveness	.319	.086	.535	3.719	.000
Organizational Commitment	.356	.127	.353	2.809	.007
Job Satisfaction	.245	.094	.365	2.608	.012

a. Dependent Variable: Employee Performance

Source: SPSS 25 Output

Based on the results of the regression estimation test in Table 4.24 above, the multiple linear regression model can be formulated as follows:

$$Y = 5.516 + 0.319X_1 + 0.356X_2 + 0.245X_3$$

This means that leadership effectiveness, organizational commitment and job satisfaction have a positive and significant effect on employee performance at PT. Hilon Sumatera. This can be seen from the regression coefficient value which is positive. Furthermore, the multiple linear regression equation can be explained as follows:

- 1) The constant value of 5.516 means that if leadership effectiveness, organizational commitment and job satisfaction are 0, then the employee performance value is 5.516.
- 2) Leadership effectiveness has a positive effect on employee performance, this is indicated by the regression coefficient value of 0.319. This means that if the leadership effectiveness value increases by 1 unit, employee performance will increase by 0.319 and if leadership effectiveness decreases by 1 unit, employee performance will decrease by 0.319.
- 3) Organizational commitment has a positive effect on employee performance of 0.356, this is shown by the regression coefficient value. This means that if organizational commitment increases by 1 unit, employee performance will increase by 0.356 and if organizational commitment decreases by 1 unit, employee performance will decrease by 0.356.
- 4) Job satisfaction has a positive effect on employee performance of 0.245, this is shown by the regression coefficient value. This means that if job satisfaction increases by 1 unit, employee performance will increase by 0.245 and if job satisfaction decreases by 1 unit, employee performance will decrease by 0.245.

From the multiple linear regression equation above, it can be concluded that leadership effectiveness, organizational commitment and job satisfaction have a significant effect on employee performance at PT. Hilon Sumatera. This can be seen from the regression coefficient which is positive.

### Partial Test (T-Test)

T-test is used to test the influence of each independent variable on the dependent variable individually (partially) by comparing the calculated t-value with the t-table value. This test aims to determine whether each independent variable (such as leadership effectiveness, organizational commitment, and job satisfaction) has a significant influence on the dependent variable (employee performance) or not.

**Table 5. Partial Test (t-Test) Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.516	1.979		2.787	.007
Leadership Effectiveness	.319	.086	.535	3.719	.000
Organizational Commitment	.356	.127	.353	2.809	.007
Job Satisfaction	.245	.094	.365	2.608	.012

a. Dependent Variable: Employee Performance

Source: SPSS 25 Output

Based on Table 4.25 above, it shows the partial influence of each independent variable on the dependent variable with  $\alpha = 0.05$  so that the ttable value is 1.675 with the provision that tcount > ttable and to determine the significance of the independent variable with the dependent variable, then seen from the significant value must be less than  $\alpha = 0.05$ . Based on table 4.26, it can be seen that:

- 1) The tcount value (3.719) > ttable (1.675) with a significant level of  $0.000 < 0.05$  so that the decision  $H_0$  is rejected and  $H_1$  is accepted. This means that the leadership effectiveness variable has a positive and significant effect on employee performance at PT. Hilon Sumatera.
- 2) The tcount value (2.809) > ttable (1.675) with a significant level of  $0.007 < 0.05$  so that the decision  $H_0$  is rejected and  $H_1$  is accepted. This means that the organizational commitment variable has a positive and significant effect on employee performance at PT. Hilon Sumatera.
- 3) The calculated t value (2.608) > t table (1.675) with a significant level of  $0.012 < 0.05$  so that the decision  $H_0$  is rejected and  $H_1$  is accepted. This means that the job satisfaction variable has a positive and significant effect on employee performance at PT. Hilon Sumatera.

### Simultaneous Test (F-Test)

A simultaneous test was conducted to show that leadership effectiveness, organizational commitment and job satisfaction simultaneously have a positive and significant effect on performance effectiveness at PT. Hilon Sumatera.

**Table 6. Simultaneous Test (F-Test) ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	289.331	3	96.444	10.346	.000 <sup>b</sup>
Residual	475.396	51	9.321		
Total	764.727	54			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), JobS atisfaction, Organizational Commitment, Leadership Effectiveness

Source: SPSS 25 Output

Based on Table 4.26 above, it shows that leadership effectiveness, organizational commitment and job satisfaction simultaneously have a positive and significant effect on employee performance at PT. Hilon Sumatera. This effect is shown in the Fcount value of 10,346 > Ftable of 2.78 and the significant value of F of  $0.000 < \alpha(0.05)$  so that  $H_0$  is rejected and  $H_1$  is accepted, meaning that simultaneously the variables of leadership effectiveness, organizational commitment and job satisfaction have a positive and significant effect on employee performance at PT. Hilon Sumatera.

### Coefficient Of Determination Test (R2)

The correlation coefficient (R2) is useful for determining the relationship between leadership effectiveness, organizational commitment and job satisfaction at PT. Hilon Sumatera. The determination coefficient (R Square) is useful for determining the extent to which the dependent variable, namely employee performance, can be explained by the independent variables, namely

leadership effectiveness, organizational commitment and job satisfaction. Based on the print output of SPSS version 25, the following data processing results were obtained:

**Table 7. Coefficient Of Determination Test ( $R^2$ ) Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 <sup>a</sup>	.378	.342	3.05311

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment, Leadership Effectiveness

Source: SPSS 25 Output

Based on Table 4.27, it can be seen that:

- 1) The R value of 0.615 is equal to 61.5%, meaning that leadership effectiveness, organizational commitment and job satisfaction have a strong relationship with employee performance.
- 2) The determinant coefficient (R Square) of 0.378 means that employee performance can be explained by leadership effectiveness, organizational commitment and job satisfaction by 37.8%, while the remaining 62.2% can be explained by other factors such as work stress, workload, work discipline that were not examined in this study.

## CONCLUSION

Based on the research and discussion, several conclusions can be formulated as follows:

- 1) Leadership effectiveness, organizational commitment and job satisfaction have a significant effect on employee performance at PT. Hilon Sumatera. This is proven by the regression coefficient value which is positive, namely:  $Y = 5.516 + 0.319X_1 + 0.356X_2 + 0.245X_3$ .
- 2) Leadership effectiveness, organizational commitment and job satisfaction have a significant effect on employee performance at PT. Hilon Sumatera. This is proven by the F count value of 10,346 > F table of 2.78 and the significant value of F of 0.000 <  $\alpha$ (0.05).
- 3) Leadership effectiveness, organizational commitment and job satisfaction have a significant effect on employee performance at PT. Hilon Sumatera. This is proven by the t test that the leadership effectiveness variable ( $X_1$ ) t count value (3.719) > t table (1.675) with a significance level of 0.000 < 0.05. Organizational commitment ( $X_2$ ) t count value (2.809) > t table (1.675) with a significance level of 0.007 < 0.05. And Job Satisfaction ( $X_3$ ) t count value (2.608) > t table (1.675) with a significance level of 0.012 < 0.05.
- 4) The R value of 0.615 is equal to 61.5%, meaning that leadership effectiveness, organizational commitment and job satisfaction have a strong relationship with performance effectiveness. While the value of the determinant coefficient (R Square) of 0.378 means that employee performance can be explained by leadership effectiveness, organizational commitment and job satisfaction by 37.8%, while the remaining 62.2% can be explained by other factors such as work stress, workload, discipline that were not examined in this study.

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