



## Model of Job Satisfaction and Organizational Commitment

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### ABSTRACT

This research focuses on task-oriented leadership styles that have paid very little attention, especially in assessing the impact of task-oriented leadership styles. leadership style on psychological capital, job satisfaction and employee organizational commitment. This research further develops research on the relationship between leadership style, psychological capital, job satisfaction and employee organizational commitment in SMEs in Indonesia, especially in the city of Palembang. The research design is a research plan, namely a detailed explanation of the entire research plan starting from the formulation of the problem, objectives, description of the relationship between variables. The number of samples in this study was 180. It was found that the leadership style variable had an effect on job satisfaction, the psychological capital variable had an effect on satisfaction work, leadership style variables affect organizational commitment, psychological capital variables affect organizational commitment, and job satisfaction variables affect organizational commitment

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### INTRODUCTION INTRODUCTION

In the last decade, the issues of leadership style, psychological capital, job satisfaction, and organizational commitment have received the attention of many researchers. Leadership style has become a management philosophy to promote the sustainable development of enterprises, and the development of psychological capital is a necessary condition for employees to enhance their knowledge and skills to improve the quality of work life, quality of life (Dahlan & Nurhayati, 2022; Febrina & Fitriana, 2022; Iskamto, 2020, 2022; Iskamto et al., 2021; Karim, 2022).

At the same time, job satisfaction and organizational commitment not only bring measurable benefits but also create intangible value that cannot be fully quantified for employees and the organization. Companies with employee organizational commitment are more likely to be profitable than companies without employee organizational commitment. However, many small and medium enterprises have developed many incentive policies for employees, salaries, bonuses, and track record of highly motivated employees but are still unable to obtain long-term dedication from employees (Adeyemi, 2022; Andriani, 2022).

This may stem from the economic environment and labor market but is partly due to leadership styles,

psychological capital and employee job satisfaction. Therefore, determining the relationship between leadership style, psychological capital, job satisfaction and organizational commitment plays an important role in maintaining the development of organizations in general and companies in particular.

Studies on the relationship between leadership style, psychological capital, job satisfaction and organizational commitment vary widely. The results of previous studies explain leadership style and organizational commitment (Kim and Brymer, 2011; Kim and Kim, 2015; Babalola, 2016; Hong et al., 2016), leadership style and psychological capital (Laschinger and Fida, 2014; Fang et al. ., 2019), leadership style and job satisfaction (Bhatti et al., 2012; Saleem, 2015; Alonderiene and Majauskaitė, 2016), psychological capital and organizational commitment (Etebarian et al., 2012; Sen et al., 2017), job satisfaction and organizational commitment (Kaplan et al., 2012; Yucel and Bektas, 2012; Gebremichael and Rao, 2013; Mohammed and Eleswed, 2013; Top and Gider, 2013; Ozturk et al., 2014; Yousef, 2016), capital psychological, job satisfaction and organizational commitment (Luthans et al., 2010; Avey et al., 2011; Idris and Manganaro, 2017).

In addition, there are a number of studies that focus heavily on the relationship between leadership style and organizational commitment through employee psychological capital (McMurray et al., 2010; Rego et al., 2016). However, this research focuses on leadership styles such as participative and supportive leadership, whereas task-oriented leadership styles have received very little attention, especially in assessing the impact of task-oriented leadership style on psychological capital, job satisfaction and employee organizational commitment. At the same time, the typical work of the aforementioned research lines has not placed much emphasis on the job characteristics of small and medium enterprises in emerging markets, especially Indonesia (Ansori, 2021).

This research further develops research on the relationship between leadership style, psychological capital, job satisfaction and employee organizational commitment in SMEs in Indonesia, especially in the city of Palembang. In particular, research is focused on finding the impact of task-oriented leadership style on psychological capital, job satisfaction and organizational commitment in order to expand the theory of organizational leadership style. Therefore, this research will help companies understand the role of a task-oriented leadership style, psychological capital and job satisfaction in order to stimulate employees to work effectively, thereby increasing the socio-economic development of Indonesian society .

## **LITERATURE REVIEWS**

### **Task-oriented leadership style and psychological capital**

Yukl (2001) suggests that the leadership style of managers contributes to the process of increasing individual and group psychological capital to complete work effectively. Gardner et al., (2005), Avolio and Gardner (2005), Gooty et al., (2009) show that leadership style has a positive relationship with psychological capital, and plays an important role in job performance. This is because managers who have a task-oriented leadership style not only interact regularly, monitor and supervise employees to carry out assigned tasks, but also train skills from basic to complex so that employees can do the most effective work. When faced with difficulties in production activities, managers and employees often exchange views to be more optimistic about the future development of the business. At the same time, they can work together to find new ways of doing things, such as process improvements, product improvements, to achieve work goals (Yukl, 2012). Managers can also promote employee resilience by actively discussing challenges and helping employees have the will to overcome them. As a result, the more task-oriented managers have leadership styles, the more likely they are to promote employee psychological capital (Rego et al., 2016). Based on the explanation above, the hypothesis can be developed as follows. product improvement, to achieve work goals (Yukl, 2012). Managers can also promote employee resilience by actively discussing challenges and helping employees

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H1: Task-oriented leadership style influences psychological capital

#### **Task-oriented leadership style and job satisfaction**

Al-Sada et al., (2017) showed that leadership behavior is positively related to employee normative commitment and affective commitment, so that leadership style is positively related to job satisfaction and organizational commitment. Leadership behavior denotes an effective relationship between leaders and followers who intend to change overall organizational outcomes. The main mission of a leader is to help his subordinates achieve goals effectively and provide direction and conditions to achieve personal and organizational goals (Yiing and Ahmad, 2009). In addition, different leadership characteristics and styles can create different levels of employee motivation. Al-Sada et al., (2017) suggested that leadership style has a significant influence on job satisfaction, so managers need to adopt proper leadership. behavior to increase employee satisfaction. Leadership style must adapt to situations that reduce employee dissatisfaction (Al-Sada et al., 2017). Based on the explanation above, the hypothesis can be developed as follows.

H2: Task-oriented leadership style influences job satisfaction

#### **Task oriented leadership style and organizational commitment**

McMurray et al., (2010) showed that leaders who have a task-oriented leadership style focus on specific tasks and expect employees to work well on quality standards and completion times. At the same time, the more managers tend to be task-oriented, the higher the level of compliance with the required employment process, and the more likely they are to talk to employees about tasks and work on these processes (Yukl, 2012). Employees understand their leaders' concerns as much as they do more work, and they will generate organizational commitment to affective, normative and continuance. Although organizational commitment is related to the level of agreement and conflict with management strategy, Leadership style is considered as an important part of management strategy (Lok and Crawford, 1999). Thus, employees will consider the benefits that will be lost if leaving the organization and compare current benefits with benefits from other organizations. Based on the explanation above, the hypothesis can be developed as follows.

H3: Task-oriented leadership style influences organizational commitment

#### **Psychological capital and job satisfaction**

Kaplan and Bickes (2013) suggest that psychological capital can increase aspects of personal efficiency, and play an important role in the development of individual attitudes towards work. Increasing psychological capital makes organizational commitment and citizenship better, and job satisfaction is higher (Idris and Manganaro, 2017). This stems from employee motivation and job satisfaction related to organizational performance, while organizational performance can be improved by developing and managing psychological capital. Thus, employees with high psychological capital are often optimistic and satisfied in achieving positive results in their jobs (Idris and Manganaro, 2017). High psychological capital and high job satisfaction allow employees to provide high work motivation from which they are willing to make efforts for the organization (Kaplan and Bickes, 2013). Employees with high psychological capital often see jobs that are more positive and therefore more satisfied with the situation in the organization (Bergheim et al., 2015). In general, the components of psychological capital are related to job satisfaction, such as optimism in relation to their performance, satisfaction and happiness (Nguyen and Nguyen, 2012). Hope and resilience are related to

job satisfaction and organizational commitment (Nguyen and Nguyen, 2012). Based on the explanation above, the hypothesis can be developed as follows. Employees with high psychological capital often see jobs that are more positive and therefore more satisfied with the situation in the organization (Bergheim et al., 2015). In general, the components of psychological capital are related to job satisfaction, such as optimism in relation to their performance, satisfaction and happiness (Nguyen and Nguyen, 2012). Hope and resilience are related to job satisfaction and organizational commitment (Nguyen and Nguyen, 2012). Based on the explanation above, the hypothesis can be developed as follows. Employees with high psychological capital often see jobs that are more positive and therefore more satisfied with the situation in the organization (Bergheim et al., 2015). In general, the components of psychological capital are related to job satisfaction, such as optimism in relation to their performance, satisfaction and happiness (Nguyen and Nguyen, 2012). Hope and resilience are related to job satisfaction and organizational commitment (Nguyen and Nguyen, 2012). Based on the explanation above, the hypothesis can be developed as follows. Hope and resilience are related to job satisfaction and organizational commitment (Nguyen and Nguyen, 2012). Based on the explanation above, the hypothesis can be developed as follows. Hope and resilience are related to job satisfaction and organizational commitment (Nguyen and Nguyen, 2012). Based on the explanation above, the hypothesis can be developed as follows.

H4: Psychological capital influences job satisfaction

#### **Psychological capital and organizational commitment**

Schneider (2001) suggests that optimism is a tendency to maintain a positive outlook in overcoming difficulties and challenges in life. If the environment changes, optimism can help employees expect good things to happen in the future (Carver and Scheier, 2002). Therefore, optimism will help employees to understand and view work positively; thus, they have a positive attitude before business hard times and are ready to stand by the business. In addition, employees with resilience will adapt positively to difficult situations or have significant risks to the business (Masten and Reed, 2002). Employees with resilience will have the will to overcome adversity and tend to stick together. In general, the four components of psychological capital (self-efficacy, hope, optimism, resilience) has a positive relationship. with employee organizational commitment (Newman et al., 2014; Rego et al., 2016). Based on the explanation above, the hypothesis can be developed as follows.

H5: Psychological capital influences organizational commitment

#### **Job satisfaction and organizational commitment**

Yiing and Ahmad (2009) suggest that employees who are dissatisfied at work will lack organizational commitment and look for opportunities to quit. If there is no opportunity to change jobs, employees can draw enthusiasm from the organization. Therefore, Al-Sada et al. (2017) argues that job satisfaction is positively related to organizational commitment. Although employees with high organizational commitment may be unhappy with their jobs, or they may have high levels of job satisfaction without organizational commitment, a lack of job satisfaction tends to lower organizational commitment. Therefore, organizational commitment and job satisfaction are important issues for employee evaluation, considering the intention to quit and the employee's overall contribution to the organization (Yiing and Ahmad, 2009).

H6: Job satisfaction affects organizational commitment

Based on the several hypotheses above, the research hypothesis framework can be described as follows.

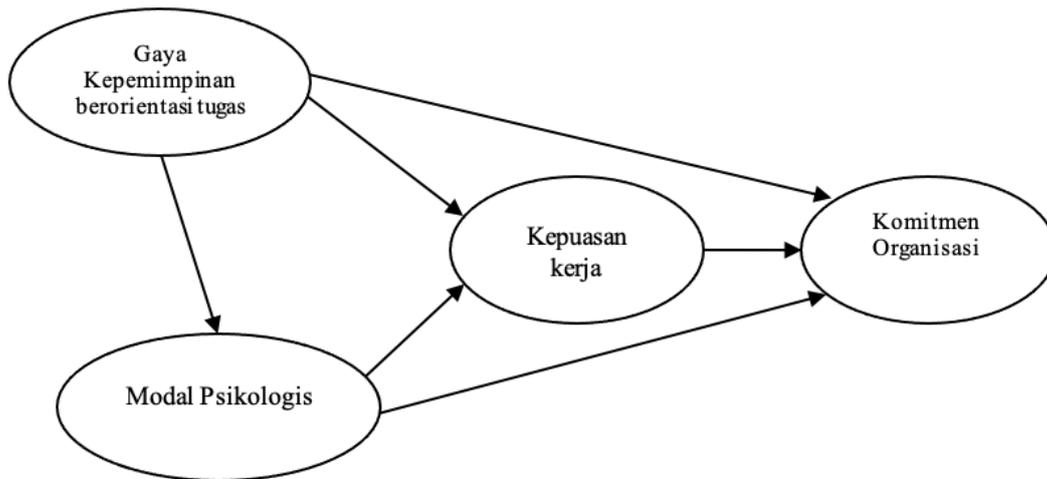


Figure 1. Research Hypothesis Framework

**METHODS**

Research design is a research plan, namely a detailed explanation of the entire research plan starting from the formulation of the problem, objectives, description of the relationship between variables, formulation of hypotheses to the design of data analysis, which is set forth in writing in the form of a proposal or research proposal. The research design used is a causality research design because the research method used explains the causal relationship between variables and the research method used also describes the relationship or influence between variables. The population of this study were employees of small and medium scale restaurants and restaurants in the Districts of Ilir Barat I, Ilir Barat II, Ilir Timur I and Ilir Timur 2, Palembang City. Purposive Sampling technique is used in this study to determine employees who will be research respondents. Determination of the sample size of the population, based on the minimum sample size required by the analytical tool used. The guideline is 5-10 times the number of parameters estimated. The number of samples in this study were 180 respondents. By data and hypothesis testing using SPSS version 26.

**RESULTS AND DISCUSSION**

**Validity test**

The validity test is a measurement of the processed data which shows the extent to which the measuring device is able to measure what is expected to be measured. This test was conducted to find out whether the questionnaire created could be included in the next analysis. The test is carried out by comparing the product moment correlation value or commonly referred to as r table with r count where r count must be greater than r table. If r count is greater than r table then the data is declared valid and the questionnaire can be used in the next analysis.

Validity test is done by using product moment correlation, where r table is 0.1832. Based on testing the independent variables and the dependent variable it is known that each question item has an r count > 0.1832. This shows that all question items tested are valid. The following shows the results of the validity test of leadership style, psychological capital, job satisfaction and organizational commitment.

Table 2. Research Variable Validity Test Results

Variable	Items	r	Sig.	Information
Leadership Style (X1)	GT1	0.641	0.000	Valid
	GT2	0.710	0.000	Valid
	GT3	0.805	0.000	Valid

Variable	Items	r	Sig.	Information
Psychological Capital (X2)	GT4	0.544	0.000	Valid
	GT5	0.541	0.000	Valid
	GT6	0.769	0.000	Valid
	MP1	0.397	0.000	Valid
	MP2	0.407	0.000	Valid
	MP3	0.411	0.000	Valid
	MP4	0.326	0.000	Valid
	MP5	0.432	0.000	Valid
	MP6	0.460	0.000	Valid
	MP7	0.300	0.000	Valid
	MP8	0.541	0.000	Valid
	MP9	0.503	0.000	Valid
Job satisfaction (Y1)	MP10	0.526	0.000	Valid
	MP11	0.340	0.000	Valid
	MP12	0.527	0.000	Valid
	KK1	0.579	0.000	Valid
	KK2	0.577	0.000	Valid
	KK3	0.775	0.000	Valid
	KK4	0.748	0.000	Valid
	KK5	0.614	0.000	Valid
Organizational Commitment (Y2)	KO1	0.434	0.000	Valid
	KO2	0.517	0.000	Valid
	KO3	0.766	0.000	Valid
	KO4	0.714	0.000	Valid
	KO5	0.589	0.000	Valid
	KO6	0.748	0.000	Valid
	KU7	0.697	0.000	Valid
	KU8	0.534	0.000	Valid
	KU9	0.541	0.000	Valid

Source: Primary data processed, 2022

Based on Table 2, it can be seen that the results of calculating r arithmetic leadership style, psychological capital, job satisfaction and organizational commitment are greater than r table, this explains that data on leadership style, psychological capital, job satisfaction and organizational commitment can be declared valid

**Reliability Test**

Reliability test is used to determine the consistency of measurement results from research data. Testing the reliability of the question items developed in this study using the Cronbach  $\alpha$  test with a minimum value of 0.60 (Nunaly, 1967). If the value of  $\alpha > 0.60$ , it can be stated that the variables and question items tested are reliable. The following table shows the reliability test results for market orientation, learning orientation, innovation capability and business performance.

Table 3 Research Variable Reliability Test Results

Variable	Items	$\alpha$ value	Information
Leadership Style (X1)	GT1	0.755	Reliable
	GT2		
	GT3		
	GT4		
	GT5		
	GT6		
Psychological Capital (X2)	MP1	0.560	Reliable
	MP2		
	MP3		
	MP4		

Variable	Items	$\alpha$ value	Information
Job satisfaction (Y1)	MP5	0.668	Reliable
	MP6		
	MP7		
	MP8		
	MP9		
	MP10		
	MP11		
	MP12		
	KK1		
	KK2		
	KK3		
	KK4		
Organizational Commitment (Y2)	KO1	0.796	Reliable
	KO2		
	KO3		
	KO4		
	KO5		
	KO6		
	KU7		
	KU8		
	KU9		

Source: Primary data processed, 2021

The results of the reliability test show that all variables have a relatively good Cronbach  $\alpha$  value, which is above 0.60 so that it can be said that all measuring concepts for each variable are reliable and can be declared fit for use as a research instrument.

### Path Analysis

To be able to answer the formulation of the problem and the research hypothesis, this study used the path analysis method. Path analysis is used to determine the relationship between the dependent variable and one or more independent variables. The goal of path analysis is to estimate the value of the dependent variable based on the known value of the independent variable (Ghozali, 2005). The results of data processing can be explained as follows:

### First Path Analysis

The first path analysis measures the linear relationship between leadership style and psychological capital as the independent variable and job satisfaction as the dependent variable. The results of path analysis can be described in the following table.

Table 4. Path Analysis Results 1

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.014	2.004		3.501	.001
Gaya Tugas (X1)	.287	.071	.308	4.050	.000
Modal Psikologi (X2)	.129	.045	.217	2.853	.005

a. Dependent Variable: Kepuasan Kerja (Y1)

### t test

The t test is intended to determine how much the leadership style and psychological capital variables partially influence the job satisfaction variable.

a. Leadership style and job satisfaction variables

The results of the data analysis explained that the leadership style variable (X1) obtained t value = 4.050 with a significance level of 0.000. By using a significance limit of 0.05, a significance value of 0.000 is less than the 5% level, which means Ho is rejected and Ha is accepted, thus, the first hypothesis is accepted.

b. Psychological capital variables and job satisfaction

The results of the data analysis explained that the psychological capital variable (X2) obtained t value = 2.853 with a significance level of 0.000. By using a significance limit of 0.05, a significance value of 0.000 is less than the 5% level, which means Ho is rejected and Ha is accepted, thus the second hypothesis is accepted.

The results of the path analysis with the t test in table 4 explain that the two independent variable relationships with the dependent variable all the coefficients are positive and significant.

**F test**

The results of the analysis of the influence of the independent variables together on the dependent variable can be seen in table 5 below.

Table 5 The results of the simultaneous relationship test of the research variables (Test F)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.605	2	79.303	22.904	.000 <sup>b</sup>
	Residual	612.839	177	3.462		
	Total	771.444	179			

a. Dependent Variable: Kepuasan Kerja (Y1)

b. Predictors: (Constant), Modal Psikologi (X2), Gaya Tugas (X1)

Testing the effect of the independent variables together on the dependent variable was carried out using the F test. The results of statistical calculations show the calculated F value = 22,904 with a significance of 0.000 < 0.05. These results explain that together leadership style and psychological capital have a significant and positive effect on job satisfaction variable.

**The coefficient of determination (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure the model's ability to explain variations in the dependent variable. Minimum requirements for the value of the coefficient of determination between zero and one (Ghozali, 2001). The value of the coefficient of determination for the independent variable on the dependent variable can be seen in table 4.9 below:

Table 6 The Coefficient of Determination (R<sup>2</sup>) research variable

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 <sup>a</sup>	.206	.197	1.86074

a. Predictors: (Constant), Modal Psikologi (X2), Gaya Tugas (X1)

The results of the data analysis explain that the coefficient of determination (R<sup>2</sup>) has a value of 0.206. This means that 20.6% of job satisfaction is explained by the variables of leadership style and psychological capital while the remaining 79.4% is influenced by other variables outside the research.

**Second Path Analysis**

The second path analysis measures the linear relationship between leadership style and psychological capital as the independent variable and organizational commitment as the dependent variable. The results of path analysis can be explained in the following table.

Table 7. Path Analysis Results 2

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.011	2.918		1.375	.171
	Gaya Tugas (X1)	.606	.103	.385	5.878	.000
	Modal Psikologi (X2)	.364	.066	.362	5.522	.000

a. Dependent Variable: Komitmen Organisasi (Y2)

### t test

The t test is intended to determine how far the leadership style and psychological capital variables partially affect the organizational commitment variable.

a. Variable leadership style and organizational commitment

The results of the data analysis explained that the leadership style variable (X1) obtained t value = 5.878 with a significance level of 0.000. By using a significance limit of 0.05, a significance value of 0.000 is less than the 5% level, which means Ho is rejected and Ha is accepted, thus, the third hypothesis is accepted.

b. Psychological capital and organizational commitment variables

The results of the data analysis explained that the psychological capital variable (X2) obtained the value of t count = 5.522 with a significance level of 0.000. By using a significance limit of 0.05, a significance value of 0.001 is smaller than the 5% level, which means Ho is rejected and Ha is accepted, thus the fourth hypothesis is accepted.

The results of path analysis with the t test in table 4.10 explain that the two independent variable relationships with the dependent variable are all positive and significant coefficients.

### F test

The results of the analysis of the influence of the independent variables together on the dependent variable can be seen in table 8 below.

Table 8 Results of the simultaneous relationship test of research variables (Test F)

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	907.896	2	453.948	61.818	.000 <sup>b</sup>
	Residual	1299.765	177	7.343		
	Total	2207.661	179			

a. Dependent Variable: Komitmen Organisasi (Y2)

b. Predictors: (Constant), Modal Psikologi (X2), Gaya Tugas (X1)

Testing the effect of the independent variables together on the dependent variable was carried out using the F test. The results of statistical calculations show the calculated F value = 61,818 with a significance of

0.000 < 0.05. These results explain that together leadership style and psychological capital have a significant and positive effect on organizational commitment variable.

**The coefficient of determination (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure the model's ability to explain variations in the dependent variable. Minimum requirements for the value of the coefficient of determination between zero and one (Ghozali, 2001). The value of the coefficient of determination for the independent variable on the dependent variable can be seen in table 4.12 below.

Table 9 Value of the Coefficient of Determination (R<sup>2</sup>) research variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.405	2.70985

a. Predictors: (Constant), Modal Psikologi (X2), Gaya Tugas (X1)

The results of the data analysis explain that the coefficient of determination (R<sup>2</sup>) has a value of 0.435. This means that 41.1% of organizational commitment is explained by the variables of leadership style and psychological capital while the remaining 58.9% is influenced by other variables outside the research.

**Third Path Analysis**

The third path analysis measures the relationship between job satisfaction and organizational commitment variables.

Table 10 Results of Pathway 3 Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.039	2.129		8.005	.000
	Kepuasan Kerja (Y1)	.937	.106	.554	8.874	.000

a. Dependent Variable: Komitmen Organisasi (Y2)

**t test**

The t test is intended to determine how much the job satisfaction variable partially influences the organizational commitment variable.

a. Innovation Capability and Business Performance Variables

The results of the data analysis explained that the variable job satisfaction (Y1) obtained t value = 8.874 with a significance level of 0.000. By using a significance limit of 0.05, a significance value of 0.000 is less than the 5% level, which means Ho is rejected and Ha is accepted, thus, the fourth hypothesis is accepted.

**The coefficient of determination (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure the model's ability to explain variations in the dependent variable. Minimum requirements for the value of the coefficient of determination between zero and one (Ghozali, 2001). The value of the coefficient of determination for the independent variable on the dependent variable can be seen in table 4.14 below.

Table 11 The Coefficient of Determination (R<sup>2</sup>) research variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554 <sup>a</sup>	.307	.303	2.93237

a. Predictors: (Constant), Kepuasan Kerja (Y1)

The results of the data analysis explain that the coefficient of determination (R<sup>2</sup>) has a value of 0.307. This means that 30.7% of organizational commitment is explained by the variable of job satisfaction while the remaining 69.3% is influenced by other variables outside the research.

**Discussion**

Based on the results of data analysis and observations that have been made, it can be disclosed the discussion of research on the effect of leadership style, psychological capital on job satisfaction and organizational commitment, as follows:

#### **Influence leadership style to job satisfaction**

The results of the data analysis explained that the leadership style variable (X1) obtained t value = 4.050 with  $\beta = 0.287$  and a significance level of 0.000. The magnitude of the influence of leadership style on job satisfaction is 28.7%. This study supports the research conducted by Michelelels and Gow (2008); Sadikoglu and Zehir (2010); Michels and Gow (2011); Cheng and Krumwiede (2012); Newman et al., (2016) and in accordance with previous research statements that leadership style is a driver of job satisfaction.

#### **Influence psychological capital to job satisfaction**

The results of the data analysis explain that the variable is psychological capital (X2) obtained t value = 2.853 with  $\beta = 0.129$  and a significance level of 0.005. The magnitude of the influence of psychological capital on job satisfaction by 12.9%. This study supports the research conducted by Badger et al., (2001); Celuch et al., (2002); Liu et al., (2002); Keskin (2006) states that there is a relationship between psychological capital with job satisfaction.

#### **Influence leadership style to organizational commitment**

The results of data analysis explained that variable leadership style (X1) obtained t value = 5.878 with  $\beta = 0.606$  and significance level of 0.000. The magnitude of the influence of leadership style to organizational commitment of 60.6%. This study supports research conducted by Michels and Gow (2008); Johnson et al., (2009); Kumar, Subramanian, and Strandholm (2011); Chen et al., (2015) who explained that leadership style as a motivator organizational commitment, but this research is different from the research of Ho et al., (2018) which states that there is no significant relationship between leadership style and organizational commitment.

#### **Influence psychological capital to organizational commitment**

The results of data analysis explained that variable psychological capital (X2) obtained t value = 5.522 with  $\beta = 0.364$  and significance level of 0.000. The magnitude of the influence of psychological capital to organizational commitment of 36.4%. This research supports the research that has been done Farrell (2000); Mahmoud and Yusif (2012); Fang et al., (2014) states that there is a relationship between psychological capital and organizational commitment.

#### **Influence job satisfaction to organizational commitment**

The results of the data analysis explained that the variable job satisfaction (Y1) obtained t value = 8.874 with  $\beta = 0.937$  and a significance level of 0.000. The magnitude of the effect of job satisfaction on organizational commitment is 93.7%. This study supports research conducted by Ho et al., (2018); Newman, et al., (2016); Saunila (2014) which explains that job satisfaction is a driver of organizational commitment.

## **CONCLUSION**

Based on the research it can be concluded that: The results of the data analysis explain that the leadership style variable influences job satisfaction, the psychological capital variable influential on job satisfaction, leadership style variable influential on organizational commitment, psychological capital variables influential on organizational commitment, and job satisfaction variables affect organizational commitment.

The results of this study can be used as input by UKM managers in Palembang City in developing and implementing business strategies so that they have the ability to increase job satisfaction and organizational commitment for employees.

Further research is needed to find out other factors driving organizational commitment, especially SMEs in Palembang City. This research has not included other variables that can play a role in increasing organizational commitment.

This research also has various limitations, and it is hoped that improvements can be made for future research. The limitations in this study include: The number of respondents cannot yet describe the real condition of all SMEs in Palembang City. The condition of the Covid-19 pandemic that occurred in Palembang City hindered the exploration of more in-depth information related to the topic being studied

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