

Determinants of Employee Job Satisfaction: An Analysis of Structural Equation Model

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Abstract — Imbalances in an employee's working life have become a major problem due to the many issues related to employee well-being, productivity levels and boredom at work. Work-Life balance has now become a vulnerable topic because it offers real benefits to the organization and its success, so the goal to be achieved in this study is to provide an explanation of the influence of charismatic leadership and Work-Life balance against organizational commitment through employee job satisfaction in the broadcasting industry. The study was conducted using a questionnaire distributed in November-December 2019 where respondents used as many as 190 employees in the broadcasting industry in Jawa Timur. The data was analyzed using the Structural Equation Model (SEM). The results of this study show that a good charismatic leadership will increase employee job satisfaction, a good Work-Life balance will increase employee job satisfaction, and good job satisfaction will increase commitment. Organizational employees, good charismatic leadership will increase employee organizational commitment and good Work-Life balance does not increase employee organizational commitment directly.

Keywords — Charismatic Leadership; Work-Life Balance; Job Satisfaction; Organizational Commitment; Industry.

1. Introduction

Work-Life balance becomes an important element in maintaining and achieving a balance between an individual's life and work life. Although Work-Life balance has received widespread attention, there are still many organizations that have not implemented appropriate strategies to minimize work-life conflicts and achieve Work-Life balance (Dizaho et al. ., 2017). As in the current global scenario, changes in work culture are happening very quickly. These changes make it difficult for employees to strike a balance between their working life and personal lives. Work-Life balance is one of the problems for employees and organizations, because high competitive demands can lead to low productivity in the organization (Pandey & Khare, 2013). Work-Life balance is the right priority between professional life and personal life, but nevertheless organizational needs often ignore the personal needs of employees. Job demand is becoming excessive due to increased competition and globalization, so employees must work harder than ever to meet organizational requirements (Ashima, 2015).

Parkes & Langford (2008) found that job satisfaction with Work-Life balance is positively associated with satisfaction with rewards and recognition. Pradhan et al. (2016) found a positive relationship between Work-Life balance and organizational commitment. Work-Life balance has a positive relationship although not statistically significant with organizational commitment (Rasheed et al., 2017). Silva et al. (2015) also stated that there is a significant positive relationship between Work-

Life balance and employee commitment to their organization. Job satisfaction is a determinant of organizational commitment, because job satisfaction is a variable that has an "affective" tone and is considered best associated with affective commitment (Meyer et al., 2002).

But unfortunately, previous research on charismatic leadership, Work-Life balance, job satisfaction and organizational commitment has been widely done, but the thing that distinguishes this research from previous research has not been widely used charismatic leadership variables and Work-Life balance simultaneously in one study. Research on charismatic leadership conducted in the broadcasting industry has been under scrutiny for the past three years. Another difference that distinguishes this study from previous studies is the measurement of job satisfaction variables using dimensions from Weiss et al. (1967).

Based on the above research objectives, the purpose of the research to be achieved is to provide an explanation of the influence of charismatic leadership and Work-Life balance on organizational commitment through satisfaction of employees in the broadcasting industry.

2. Literature Review

2.1 Charismatic Leadership

The concept of charisma was first used to describe the special gifts selected individuals have that give them the ability to do extraordinary things, so the beliefs and visions of these leaders help attract the best employees. (Zhang et

al., 2011). Charismatic leadership differs from other leadership formations through the formulation of a shared and idealized vision of the future, inspiring articulation and dedicated to the organization's path to vision (Banks et al., 2017). The behavior of charismatic leaders directly results in feelings of respect, a sense of collective identity, and perceptions of group task performance (Conger et al., 2000).

2.2 Work-Life Balance

Equal dedication to work and responsibility for life (Greenhaus et al., 2003). Furthermore, Dundas (2008) asserts that Work-Life balance is about managing the pressure efficiently between paid work and all additional activities that are important to people such as family, community activities, volunteer work, individual growth and leisure and entertainment. Programs that facilitate psychological release such as leisure activities, workshops on time management and relaxation can help employees to minimize work-life conflicts and achieve Work-Life balance (Moreno-Jiménez, 2009).

2.3 Job Satisfaction

Job satisfaction is a pleasurable emotional state resulting from an assessment of one's work (Brief & Weiss, 2002). Lund (2003) defines job satisfaction as the amount of communication observed between what a person demands from his or her job and what has been given to him by the job and the organization. On the other hand, Antoncic (2011) argues that job satisfaction refers to employee satisfaction with their work and the amount of interest in work-related activities. Job satisfaction is a kind of reaction to a particular job or work-related problem (Gunlu et al., 2010).

2.4 Organizational Commitment

Organizational commitment is the alignment of individuals with the values and goals of organization, the willingness to task and display efforts for the organization (Meyer et al., 2002). Organizational commitment is the relative strength of identification and involvement in an organization, acceptance of an organization's goals and willingness to exert effort to remain within that organization (Dee. et al., 2006). Organizational commitment is described as an overall reaction to the organization (Gunlu et al. 2010) and is a key factor in determining organizational competitiveness that increases employee motivation and engagement (Azeem, 2010). Employees who have organizational commitments will be encouraged to do their utmost in carrying out their duties because they believe that with the organization's correctness in achieving their goals. It will benefit the employees (Amalia, 2019). Organizational commitment

can lead to a variety of organizational outcomes such as lower turnover rates, increased motivation, improved organizational citizen behavior and organizational support. Sustainable (Kwon & Banks, 2004). On the other hand, Cichy et al. (2009) refers to organizational commitment as the degree to which one internalizes values, purpose, sense of obedience and compliance limited to the workplace.

3. Research Methods

3.1 Population and Sample

In accordance with the analysis tool used, the Structural Equation Model (SEM), the determination of the minimum number of samples that are representative is the number of samples must have five times the number of statements that are analyzed (Hair et al., 2008). There are 38 statements on the questionnaire, so the minimum number of samples needed is 190 respondents.

3.2 Data Analysis Methods

In this study there were two exogenous variables namely charismatic leadership and work-life balance, and two endogenous variables, namely job satisfaction and organizational commitment. The study used confirmatory factor analysis for validity tests by looking at kaiser-meyer-olkin measure of sampling (KMO) and measures of sampling adequacy (MSA). The analysis tool used is the Structural Equation Model (SEM).

3.3 Research Hypothesis

The hypotheses in this study are: The Relationship between Charismatic Leadership and Job Satisfaction - Charismatic leadership is very strong and positively associated with some important follower outcomes (Conger et al., 2000). Leader charisma is related Positive influences of followers found that followers of charismatic leaders are happier than those who follow non-charismatic leaders (Erez et al., 2008). On the other hand, Vlachos et al. (2013) with a background in research on the impact of corporate social responsibility (CSR) initiatives from three of the world's leading manufacturing organizations, building and testing multilevel frameworks Comprehensive and focuses on whether employees obtain job satisfaction from CSR programs.

H1: Good Charismatic Leadership will improve Employee Job Satisfaction.

Relationship between Work-Life balance and Job Satisfaction - Varatharaj & Vasantha (2016) has identified Work-Life balance as a source of job satisfaction in the services of sectors such as banking, education, and

government organizations. They argue that employees who can maintain a balance between personal and professional lives, can achieve higher job satisfaction and contribute more to their lives.

H2: A good work-life balance will increase employee job satisfaction.

The Relationship between Job Satisfaction and Organizational Commitment - Job satisfaction affect the organizational commitment of employees because If the organization can provide salaries and workloads in accordance with the tasks given then the commitment of employees to the organization is increasing (Rojuaniah, 2019). Employee job satisfaction has a positive effect on organizational commitment (Nikpour, 2018).

H3: Good Job Satisfaction will increase employee's Organizational Commitment.

The Relationship between Charismatic Leadership and Organizational Commitment - Charismatic leaders, such as sensitivity to members' needs and having a clear vision, are positively associated with affective organizational commitment (Rowden, 2000). Research Barling et al. (1996) demonstrates that charismatic leadership can increase employee affective commitment. Shastri et al. (2010) conducted research to advance the understanding of charismatic leadership relationships and organizational commitments in several organizations in eastern and northern India.

H4: Good Charismatic Leadership will increase employee organizational commitment.

Relationship between Work-Life balance and Organizational Commitment - The effect of Work-Life balance on organizational commitment and organizational citizenship behavior carried out. The manufacturing industry found a positive relationship between Work-Life balance and organizational commitment (Pradhan et al., 2016). Work-Life balance and organizational commitment have a positive relationship, because if employees have a good Work-Life balance, they are more committed to their organization.

H5: A good work-life balance will increase employee organizational commitment.

From the description above, the research model can be described as follows:

4. Research Methods

4.1 Analysis of Respondents' Demographic Differences

An analysis of respondents' demographic differences

(gender, age, last education, working period and work unit) was conducted to find out if there were significant differences in each of them. Charismatic leadership, work-life balance, job satisfaction and organizational commitment are needed. All the results of the respondent's ANOVA test showed that there was no difference so that the answer

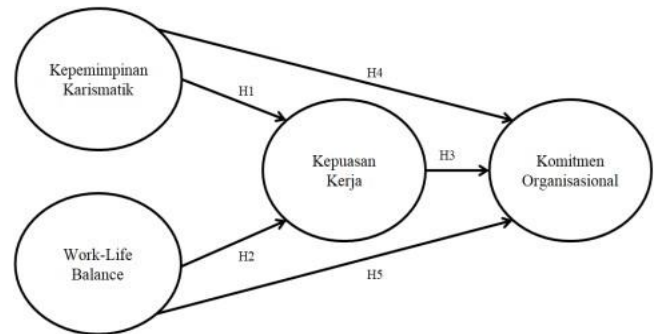


Fig. 1: Research Framework

Respondents are homogenous and the ANOVA test can be conducted on respondents' answers based on gender, age, final education, working period and work units to charismatic leadership variables, Work-Life balance, job satisfaction and Organizational commitment indicates sig homogeneity > 0.05 and anova > 0.05 meaning there is no difference in homogeneity.

4.2 Validity and Reliability Test (Construct)

On the results of the construct validity measurement, all indicators on charismatic leadership variables, Work-Life balance, job satisfaction and organizational commitment can be accepted, because the value of factor loading has good match (> 0.50), and the value of t-value greater than t-table (1.96) at the significance level of 5%. Furthermore, the construct reliability test meets the reliability requirements with a CR value above 0.60 and a VE value above 0.50 (Hair et al., 2013). In cr values all qualify reliable i.e. values above 0.60, charismatic leadership (0.96),

Work-Life balance (0.94), job satisfaction (0.86), and organizational commitment (0.93). At VE values all qualify reliable yes value above 0.50, for leadership charismatic (0.79), Work-Life balance (0.71), job satisfaction (0.54), and commit Organizational (0.72).

4.3 Structural Test Analysis

Structural test analysis can be seen from the value of R². The R² value for each of them.

It shows how far an independent variable is able to explain a dependent variable.

4.4 Analysis of the 10th Model

From the conformity test analysis all tests showed good matches including Chisquare, ECVI, AIC and CAIC, Fit Index, and Goodness of Fit. There are good fit results on RMSEA and close fit results on Critical N. From the results of the analysis above, it can be concluded that the match test throughout the model is qualified (good fit).

(Results can be seen in appendix 8 of table 15). Furthermore, this study produced the following T- Value path diagram:

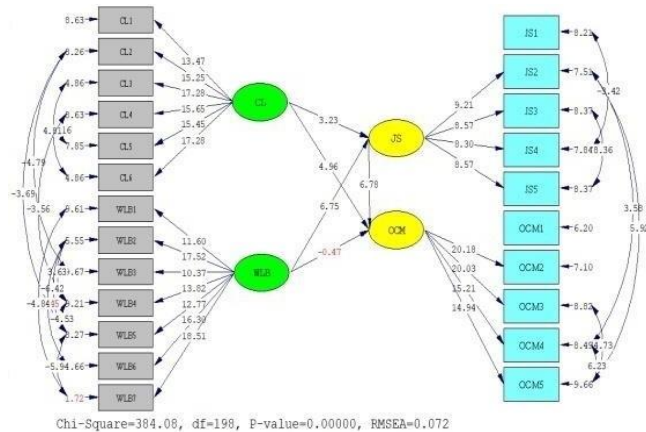


Figure 2. T-Value Test Results Description: leadership

Charismatic (CL), Work-Life balance (WLB), job satisfaction (JS), and organizational commitment (OCM). Based on the figure of 2 path diagrams T-Value is a hypothesis in this study, presented in the table of hypothesis as follows:

Table 1. Results of hypothesis testing of research models

| Hypothesis | Hypothetical statement | Value T-Value | Information |
|------------|--|---------------|-------------------------------|
| H1 | Good Charismatic Leadership will increase Job Satisfaction employee | 3,23 | Data supports the hypothesis. |
| H2 | A good work-life balance will increase Employee Job Satisfaction | 6,75 | Data supports the hypothesis. |
| H3 | Good job satisfaction will increase organizational commitment. employee | 6,78 | Data supports the hypothesis. |
| H4 | Good Charismatic Leadership will increase commitment. Organizational employees | 4,96 | Data supports the hypothesis. |

| | | | |
|----|---|------|---|
| H5 | A good work-life balance will increase commitment. Organizational employees | 0,47 | The data does not support the hypothesis. |
|----|---|------|---|

Source: Sem Lisrel Data Analysis Results

5. Discussion of Research Results

In this study there are results that show that good charismatic leadership can improve employee job satisfaction in the broadcasting industry. This means that good charismatic leadership can improve employee job satisfaction. When employees think that their managers have charismatic leadership qualities, they tend to attribute organizational motives to intrinsic values, which in turn are positively linked to job satisfaction. Leader charisma is positively associated with the positive influence of followers so that followers of charismatic leaders are happier than those who follow non-leaders.

Charismatic. This is supported by the statement of Vlachos et al. (2013); (Erez et al., 2008); and (Conger et al. 2000) that charismatic leadership has an influence on employee job satisfaction.

Furthermore, in this study there are results that show that a good Work-Life balance will increase employee job satisfaction in the broadcasting industry. This means that a good Work-Life balance can increase employee job satisfaction. Employees who can maintain a balance between personal and professional lives, can achieve higher job satisfaction and contribute more to the success of the organization. In line with that, it is suggested that the manager's behavior towards employees determines the support or obstacles that are not experienced. Organizations position work-life balance strategies, particularly in relation to social responsibility and well-being. This is supported by the statement of Varatharaj & Vasantha (2016); Parkes & Langford (2008); Stefanovska et al. (2019); and (Rojuaniah, 2019) that Work-Life balance has an influence on employee job satisfaction.

In this study there are also results that show that good job satisfaction will increase employee organizational commitment in the broadcasting industry. This means that good job satisfaction can increase employee organizational commitment. Higher job satisfaction will result in commitment too because employees are more committed to their organization whenever they feel satisfied with their work. Job satisfaction has a positive impact on organizational commitment. Employees are only quite satisfied with their work, because the greater the employee's job satisfaction, the more the employee is committed to his organization. This is supported by the statement of Aban & Perez (2019); Nikpour (2018); and

Suma & Lesha (2013) that job satisfaction has an influence on employee organizational commitment.

This research shows that good charismatic leadership will increase employees' organizational commitment to the broadcasting industry. This means that good charismatic leadership can increase employee organizational commitment. Charismatic leader behaviors, such as sensitivity to members' needs and having a clear vision, are positively linked to an affective organizational commitment so that charismatic leadership can increase commitment. Affective employees. The leader's sensitivity to members' needs is related to organizational commitments, having a clear vision and articulating it related to commitment, so managers must be clear about goals and objectives. This is supported by the statement Shastri et al. (2010); Barling et al. (1996); and (Rowden, 2000) that charismatic leadership has influence organizational commitment of employees.

But in this study there are results that show that a good Work-Life balance does not necessarily increase the organizational commitment of employees to the broadcasting industry. This means that a good Work-Life balance cannot directly affect the level of employee commitment to the organization. These results contradict the hypothesis and do not correspond to the research of Pradhan et al. (2016); (Sakthivel & Jayakrishnan, 2012); Rasheed et al. (2017); and Gulbahar et al. (2014). Work-Life balance has no influence on organizational commitment to the industry analyzed by researchers, it may be because even employees who work in the industry do not. They have a good Work-Life balance, they have good job satisfaction to increase their commitment to the company. They are satisfied with the amount of salary provided, adequate workplace facilities, how to treat their employees, to the provision of prestige if the employee performs an achievement of its performance. Good leadership factors also increase employee organizational commitment. Bosses who often express concern and show sensitivity to employee needs also affect employee organizational commitment. Coworkers who support, respect and trust each other

Others for their respective responsibilities create performance that synergizes and can achieve the company's goals. When the company's goals are achieved, the success is appreciated and appreciated by the company so that organizational commitment increases. Basic skills possessed by an employee affect organizational commitment to the company because when the expertise of an employee has a uniqueness or exceeds the standards that are determined by the company, the employee earns a high organizational commitment. The Company provides facilities and advantages offered to employees by providing trainings and courses thus creating higher employee

commitment. Organizational commitment is also derived from other factors such as self-concept and personal needs. Self-concept is an individual's view and attitude towards oneself. Self-view is related to physical dimensions, individual characteristics, and self-motivation. The self-concept of employees influences employee attitudes towards organizational environment and the fulfillment of personal needs increases the morale so as to influence the commitment of employees to work in the company. This is supported by the statements of Azliyanti (2017) and Nirmalasari (2018) that Work-Life balance has no influence on employee organizational commitments. Although there are benefits felt by employees to the organization, not necessarily enough to make employees decide to stay in the organization.

6. Conclusion and Suggestions

6.1 Conclusion

The results that can be concluded from this study the first is that good charismatic leadership will increase employee job satisfaction, secondly, a good Work-Life balance will increase employee job satisfaction, Third, good job satisfaction will increase employee organizational commitment, fourth is good charismatic leadership will increase employee organizational commitment and fifth is work- A good life balance does not increase the organizational commitment of employees directly.

6.2 Limitations of Research

Research limitations refer to some of the weaknesses in this study. Some of the limitations contained in this study are that this study only discusses the limitations of charismatic leadership variables, Work-Life balance, job satisfaction and organizational commitment. Then, there is the possibility that the respondents did not really fan or just fill in based on the ideal conditions expected and not the actual conditions that are happening.

6.3 Advice for the Next Research

Future research development could add other variables besides charismatic leadership and Work-Life balance that can improve job satisfaction and organizational commitment just as other variables can be suggested. It's a work motivation variable. Further research can expand its research not only in the Jawa Timur area but in the broadcasting industry throughout Indonesia or other industrial fields.

6.4 Managerial Implications

This research aims to find out the role of charismatic

leadership and Work-Life balance to organizational commitment through employee job satisfaction in the broadcasting industry. Like other companies, the standard broadcasting industry hours are 8 hours a day depending on shifts. There are even shifts to work early in the morning and home during the day. Working in the broadcasting industry must grapple with research and employees must be ready to coordinate with almost any division. Another issue that is endlessly discussed when it comes to this industry is the issue of salaries, although some broadcasting industries have applied enough wages, but not a few are still Provide wages that are not comparable to the hard work that employees do. This can sometimes be understood because the media industry in our country is not so advanced. Therefore,

Managerial implications that can be proposed to increase organizational commitment through employee job satisfaction in the broadcasting industry are by looking at the charismatic leadership dimension and job satisfaction that used in this research. The first dimension of charismatic leadership that will increase an employee's organizational commitment is vision and articulation. In this case, the boss needs to motivate employees by rewarding employees who excel, recognizing the shortcomings and advantages that employees have to strengthen family relationships among employees. The second dimension of charismatic leadership that will increase employee organizational commitment is sensitivity to the environment. Employers must recognize constraints in the company's social environment and seize new opportunities to achieve goals. The third dimension of charismatic leadership that will increase employee organizational commitment is sensitivity to employee needs. Superior Express personal concern for employee needs and show sensitivity to the needs of employees within the company.

Furthermore, judging from the dimensions of job satisfaction used in this study. The first dimension is satisfaction with the work environment. In this case, the employee is satisfied. With the way his boss handles the work, feels satisfied with working conditions and feels satisfied with the salary and amount of work done. The second dimension is the satisfaction of conscience. Employees are given the opportunity to do different things over time and are given the opportunity to do something that takes advantage of the employee's abilities. The third dimension is the satisfaction of the will. In this case, the employee is given the freedom to use his or her own judgment, given the opportunity to try his own methods of doing the work. Employees are also given a prestay for what has been done so that the employee's organizational commitment increases and will think again if they decide to leave the organization.

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