

Effect of Transactional Leadership, Organizational Culture, Work Commitment, and Compensation on Agricultural Quarantine Employee Satisfaction in the South Sulawesi Region

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ABSTRACT

The purpose of this research is to analyze effect of transactional leadership, organizational culture, work commitment, and compensation on agricultural quarantine employee satisfaction in the South Sulawesi Region. This research is exploratory research. In terms of its purpose, it is a causal study that seeks to explain the causal relationship of influence. Population in this study are agricultural quarantine employee in the South Sulawesi Region who are taken purposively by determining two regions, namely Makassar City and Parepare City. The Makassar City agricultural quarantine center has 157 employees and the Parepare City agricultural quarantine center has 36 employees. So the total population is 193 employees. The sampling technique uses the full sampling method or census method. So the sample size in this study is 193 respondents. The analysis to answer this hypothesis uses inferential analysis. The research results show that transactional leadership has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Organizational culture has a negative and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Work commitment has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Compensation has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region.

Keywords: Transactional Leadership, Organizational Culture, Work Commitment, Compensation, Employee Satisfaction

INTRODUCTION

Facing challenges and increasingly tight work competition, the existence of human resources becomes important and necessary to be managed and utilized in achieving organizational goals (Adisasmita, 2009). The important momentum for implementing human resource management is to make every employee in an organization able to carry out the vision, mission, main tasks, and functions as well as the values adhered to by an organization in order to progress and develop (Abimanyu, 2008).

On this basis, the application of human resource management becomes urgent and relevant to pay attention to and develop in order to realize organizational goals. This is important and necessary for the South Sulawesi Region agricultural quarantine to implement human resource management as an important momentum in managing and utilizing employees as human resources.

To realize the vision, mission, main tasks, functions, and values of the South Sulawesi Region agricultural quarantine is not easy, because it must be carried out by employees who have high performance. The reality that is seen as a factual phenomenon shows that employee performance achievements in the last five years have not been realized in accordance with the expected targets.

Improved performance influences the realization of achieving targets in accordance with the vision, mission and goals of the organization (Bangun, 2011).

The reality that has become a phenomenon is that in the last five years, based on information reports from the human resources development section, it shows that employees of the South Sulawesi Region agricultural quarantine as state civil servants have realized performance achievements based on assessments of quantity, quality, time efficiency and effectiveness of budget use for all policy activities, programs. and the realization of the activities implemented so far has not been in line with the target, in fact there has been a trend in the past five years of decreasing percentages.

Percentage of performance that did not reach the performance realization target according to the state civil apparatus in five years (2011–2015), where the expected target realization is 90%–100% as a perfect result. It can be seen that performance in terms of quantity over a period of five years has decreased from 86.52% in 2011 to 81.48% in 2015, which means the number of work programs held has decreased. Performance based on quality in 2011 reached 85.74%, decreasing until 2015 to 78.75%, which shows that the quality of work produced is still low. The aspect of employee working time usage in 2011 is 77.14% and continued to decline until it reached 75.85% in 2015, which is considered less efficient in carrying out its main duties and functions. Performance based on cost effectiveness utilization in 2011 reached 75.53% and also decreased to 73.29% in 2015 in the allocation of program and activity budgets.

Performance achievements that do not reach the expected targets are usually influenced by low levels of employee satisfaction. The causes of low employee satisfaction and performance cannot be separated from the influence of a weak leadership style, organizational culture that is not actualized and work commitment that is inconsistent in its implementation (Gasperz, 2010).

As a result, the performance provided by employees has decreased, this is because employees often complain about their perceived low level of job satisfaction, whereas employees as state civil servants often complain and show their disappointment in carrying out their daily activities. This is also influenced by the problem of superior transactional leadership which is not in line with the wishes of subordinates, the current implementation of organizational culture is not well institutionalized, and among fellow employees, there are still many who do not have a firm work commitment in dealing with work dynamics, and the low level of compensation received employees (George, 2007). So the influence of transactional leadership, organizational culture, commitment, and compensation are variables that influence low employee job satisfaction to continue to improve their performance.

The phenomenon of low employee performance caused by low job satisfaction from the influence of leadership style, organizational culture, and work commitment means that employee performance achievements do not reach the expected targets.

This assessment of employee performance not achieving the expected targets is related to several previous studies that show that performance decline is influenced by job satisfaction, leadership style, organizational culture and work commitment (Bycio, 2010).

The cause of decreased employee performance is in fact influenced by decreased employee job satisfaction. This can be seen from the phenomenon which shows that employees often complain or are disappointed with the work activities they face, especially those related to demands for job satisfaction.

The purpose of this research is to analyze effect of transactional leadership, organizational culture, work commitment, and compensation on agricultural quarantine

employee satisfaction in the South Sulawesi Region.

RESEARCH METHODS

This research is designed to answer the problems that have been formulated and the objectives to be achieved as well as test hypotheses (Ancok and Singarimbun, 2005). The research design is an investigation structure that is arranged in such a way that the researcher obtains answers to the research questions, differentiated as follows:

1. This research is exploratory research, namely trying to find relatively new relationships, and explanatory, namely research carried out by explaining the symptoms caused by a research object.
2. Judging from the data aspect, it is ex post facto research, which means after the event, namely research that is a systematic empirical search, where the researcher cannot control the independent variables because the event has already occurred or its nature cannot be manipulated.
3. In terms of its purpose, it is a causal study that seeks to explain the causal relationship of influence.

A population is a group of individuals with the same characteristics and living in the same place. This group of individuals has the ability to reproduce among themselves (Sugiyono, 2015). Population in this study are agricultural quarantine employee in the South Sulawesi Region who are taken purposively by determining two regions, namely Makassar City and Parepare City. The Makassar City agricultural quarantine center has 157 employees and the Parepare City agricultural quarantine center has 36 employees. So the total population is 193 employees. The sampling technique uses the full sampling method or census method by determining the sample equal to the population taken purposively based on the work area (Patilima, 2007). So the sample size in this study is 193 respondents.

The analysis to answer this hypothesis uses inferential analysis.

Inferential analysis used is structural equation model (SEM) analysis, which is a statistical analysis technique that combines several aspects contained in path analysis and confirmatory factor analysis to estimate several equations simultaneously. SEM is a second-generation multivariate analysis technique that allows researchers to test the relationships between complex variables, both recursive and non-recursive, to obtain a comprehensive picture of the entire model (Ferdinand, 2011).

RESULT AND DISCUSSION

General Description

The South Sulawesi Region agricultural quarantine officials view the importance of implementing human resource management to realize the vision, namely to become a reliable and accountable quarantine in protecting the preservation of biological natural resources in order to achieve food self-sufficiency and accelerate exports as well as food resilience and security in the South Sulawesi Region. This vision is certainly easy to actualize if human resource management is implemented well, so that this vision can be actualized in the mission carried out.

The South Sulawesi Region agricultural quarantine mission is:

1. Improving the governance of the quarantine system in protecting animal and plant biological resources from the threat of HPHK, OPTK, and fresh food from nuclear, biological, and chemical contamination.
2. Increasing the competitiveness of animal and plant commodities in domestic and international trade.
3. Encourage the realization of the role of quarantine in accelerating exports of cocoa and other superior agricultural commodities in the South Sulawesi that are acceptable and able to compete in international markets.
4. Realizing a service quality management system by consistently implementing ISO 9000:2008/SNI 19-9001-2008.

5. Increasing competence as a testing laboratory consistently implementing SNI 17025:2008.
6. Increase compliance and community participation in implementing animal and plant quarantine.
7. Improving facilities and infrastructure, applicable technology with computerized systems.

On the basis of these main duties and functions, it is hoped that every employee will be able to implement the values of the South Sulawesi Region agricultural quarantine, namely:

1. Think strategically to achieve goals, meaning always trying to make the best choices to achieve goals.
2. Be trustworthy in developing tasks, which means always being professional

- in continuously developing abilities in your field of work and being responsible for using resources effectively and efficiently.
3. Innovative, continue to be creative in developing the best ways to achieve goals.
4. Collaborative and communicative, communicating to understand stakeholder needs and collaborating both internally and externally in achieving goals.
5. Science base, understand that quarantine is risk management, therefore always consider technological and scientific aspects in deciding policies.
6. Dedicated to service, having a high commitment to providing services to the community as best as possible.

Hypothesis Test

Table 1. Hypothesis Test

No.	Independent Variable	Dependent Variable	Direct Effect	P-Value	Information
1	Transactional Leadership	Employee Satisfaction	0.559	0.003	Positive and Significant
2	Organizational Culture	Employee Satisfaction	-0.520	0.008	Negative and Significant
3	Work Commitment	Employee Satisfaction	0.270	0.006	Positive and Significant
4	Compensation	Employee Satisfaction	0.182	0.042	Positive and Significant

Transactional leadership has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. The reason transactional leadership has a positive effect is because the leadership in this agency has implemented well all the indicators of transactional leadership starting from contingent reward, active management by exception, passive management by exception, and laissez-faire carried out by the leader to his subordinates, so that his subordinates feel satisfied with the work they are doing carries out interesting work, enjoys the challenges of work, always strives to excel at work, is satisfied with the awards he receives and his eligibility for promotion.

Organizational culture has a negative and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. The reason organizational culture has a negative influence is because the indicators of organizational culture in the

form of integrity, identity, responsibility, discipline, and results orientation, not all employees have actualized it well in providing reinforcement to the application of organizational culture to carry out their main tasks and functions, but the application of this organizational culture has a significant effect on satisfaction work because employees in carrying out their work activities cannot be separated from the philosophical values which are normative habits that bind every employee to realize their satisfaction in terms of doing interesting work, being happy with work challenges, being able to show work performance, wanting to get awards and being worthy of promotion.

Work commitment has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. This indicates that all indicators of work commitment in the form of affective, normative, continuous, and perspective

commitment simultaneously provide positive reinforcement of work commitment and this also makes a significant contribution to increasing employee job satisfaction in facing work dynamics that are increasingly full of tough challenges. Compensation has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Employees, in carrying out their main duties and functions, always expect to receive compensation in accordance with what they have done as compensation for services that are appropriate and worthy of being received, so that employee job satisfaction is fulfilled in carrying out their work in agricultural quarantine in the South Sulawesi Region.

CONCLUSION AND SUGGESTION

The research results show that transactional leadership has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Organizational culture has a negative and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Work commitment has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Compensation has a positive and significant effect on agricultural quarantine employee satisfaction in the South Sulawesi Region. Based on the conclusions stated above, there needs to be suggestions that are easy to apply as follows:

1. Implement transactional leadership to create employee satisfaction.
2. Strive to improve and increase the actualization of organizational culture consequently in realizing employee satisfaction.
3. Actualizing work commitment oriented towards increasing employee satisfaction.

4. Provide appropriate and adequate compensation according to employee satisfaction felt by employees.

Declaration by Authors

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