

## Transformational Leadership and Organizational Commitment: The Mediating Role Of Job Satisfaction

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### ABSTRACT

This study analyzes (1) the relationship between transformational leadership and organizational commitment; (2) the relationship between transformational leadership and job satisfaction; (3) the relationship between job satisfaction and organizational commitment; and (4) the relationship between transformational leadership and organizational commitment through the mediating role of job satisfaction. This investigation focused on the causes as 61 teachers at SMAN 1 Bukittinggi constituted the entire study population. The sampling method used in this study is using total sampling, where the entire population is sampled. This research uses software called SmartPLS4 used for the analysis method. Data analysis in this study revealed that: (1) Transformational leadership has a positive and significant effect on organizational commitment in teachers of SMAN 1 Bukittinggi.; (2) Transformational leadership has a positive and significant effect on job satisfaction in teachers of SMAN 1 Bukittinggi.; (3) Job satisfaction has a positive and significant effect on organizational commitment in teachers of SMAN 1 Bukittinggi.; (4) Transformational leadership has a positive and significant effect on organizational commitment of teachers at SMAN 1 Bukittinggi through job satisfaction.



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## INTRODUCTION

In today's world of work, competition is very competitive, human resources are an important asset for the company. Eliyana et al., (2019) organizational commitment reflects an attitude that displays loyalty to where they work. When employee organizational commitment is high, it will help the organization to achieve its goals.

One sector where organizational commitment is very relevant is in the world of education. If in a company employees act as a resource that is relied upon, then at school teachers are a resource that is expected to achieve the vision and mission of the school. Therefore, it is necessary to increase organizational commitment in teachers at school.

To achieve goals and maintain school accreditation, teachers are required to work professionally and be committed to the school. Organizational commitment involves employees' desire to give their best in line with organizational goals and objectives (Mwsigwa et al., 2020). Teachers who

have a strong commitment are needed because they will work more optimally in carrying out the assigned tasks.

Based on initial observations, the author sees a gap that shows that the organizational commitment of teachers is still low and not optimal, this can be seen from the high level of absenteeism in every activity held by the school. This is a measure of organizational commitment and shows that the higher the teacher absentee level, the lower the level of organizational commitment. This is in line with research conducted by Halimsetiono (2014) which states that high absenteeism rates can be an indication of a lack of organizational commitment in the workplace. In addition to the academic field, teachers are also required to be able to serve students in the non-academic field. There is a problem because there are still many teachers who do not carry out their assigned duties properly as extracurricular coaches.

To achieve a high level of organizational commitment, a leadership approach is needed that can inspire and build a positive work climate (Widyatmika & Riana, 2020). In this case, transformational leadership is a leadership style that is suitable to be applied in a dynamic school environment and has teachers who are professionals and have high intellectuality. Ayaz & Awais (2023) stated that employees led by transformational leaders will have higher levels of organizational commitment.

The next factor that can affect organizational commitment in teachers is job satisfaction. According to Ismail & Razak (2016), in work situations, when employees feel satisfied in their jobs, both internal and external, this can lead to higher organizational commitment. In addition, job satisfaction can mediate between transformational leadership and organizational commitment. Employees who feel supported and valued by leaders will feel satisfied and have organizational commitment. In line with previous research including Widyatmika & Riana (2020), Senjaya & Anindita (2020), and Mwsigwa et al., (2020) which state that job satisfaction mediates the relationship between transformational leadership and organizational commitment.

## **LITERATURE REVIEW**

### **Organizational Commitment**

An individual's organizational commitment is a reflection of their level of attachment to the organization where they work (Griffin, 2013). Meanwhile, according to Luthans (2012) organizational commitment is a strong desire to remain part of the organization. This involves a desire to engage and contribute to the best of one's ability in accordance with the goals and objectives of the organization. Meyer & Allen (2010) revealed that an employee who has organizational commitment will always be loyal to where they work. Personal character, job characteristics, leader support, job satisfaction, opportunity to develop are factors that influence organizational commitment.

While the strong desire to remain as a member, the desire to try hard at work, acceptance of organizational values and acceptance of organizational goals are measures of organizational commitment.

### **Transformational Leadership**

Kepemimpinan adalah seseorang yang memiliki tugas untuk mengendalikannya dan memberi arah apakah organisasi tersebut bergerak maju atau mundur (Sabekti, 2020). According to Sudoro (2018) as a whole, leadership can be interpreted as an effort to achieve certain goals. Transformational leadership is when followers feel that they have faith, admiration, loyalty, and respect for their leader.

The four indicators of transformational leadership are idealized influence, intellectual stimulation, inspirational motivation and individualized attention (Bass & Avolio, 2020).

Job Satisfaction is a positive or pleasant emotional condition resulting from an evaluation of an individual's job or work experience (Luthans (2012). In addition, Job Satisfaction expressed by Afandi

(2018) is a positive attitude of employees towards their work, which arises because of an assessment of working conditions. The assessment can be carried out on one of his jobs, the assessment is carried out as a sense of appreciation in achieving an important value in the job.

According to O'Connor (2018), whether it is a positive or negative perspective, Job Satisfaction is the way individuals view their work. Job satisfaction has five indicators, namely work, pay, promotion, supervisors and coworkers.

### Hypothesis

Based on the background description and theoretical studies above, the authors can formulate the research hypothesis as follows:

H1: Transformational Leadership has a positive and significant effect on Organizational Commitment.

H2: Transformational Leadership has a positive and significant effect on Job Satisfaction.

H3: Job Satisfaction has a positive and significant effect on Organizational Commitment.

H4: Transformational Leadership has a positive and significant effect on Organizational Commitment through Job Satisfaction as mediation.

From the theoretical study and research hypothesis, to facilitate research, the following research framework:

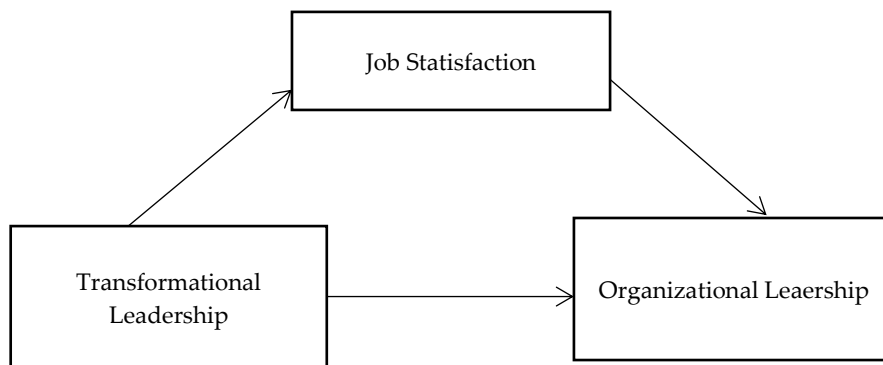


Figure 1. Conceptual Framework

### METHOD

This study uses causative methodology, this study examines the effect of Transformational Leadership on Organizational Commitment in teachers of SMA Negeri 1 Bukittinggil through Job Satisfaction as a mediating variable. The population in this study were all teachers at SMA Negeri 1 Bukittinggi totaling 61 people, where all teachers were sampled for this study. This research uses a questionnaire method with a Likert scale. Data analysis in this study used SEM PLS on SmartPLS4 software.

### RESULT AND DISCUSSION

In this study, the characteristics of respondents based on gender, age, and level of education and tenure. Data on the characteristics of respondents can be seen in table 1 below:

**Table 1. Data Characteristic of Respondent**

Characteristics	Category	Amount	Persentase
Gender	Male	10	16%
	Famale	51	84%
Age	<25 years	3	5%
	26 – 30 years	3	5%
	31 – 35 years	7	11%
	36 – 40 years	2	3%
	41-45 years	5	8%
	46-50 years	17	28%
	51-55 years	15	25%
	56-60 years	9	15%
Level Education	Sarjana (S1)	46	75%
	Magister(S2)	14	23%
	Doktor (S3)	1	2%
Working Hours	1 – 5 years	12	20%
	6 – 10 years	4	7%
	11 – 15 years	5	8%
	16 – 20 years	18	29%
	>21 years	22	36%

SMAN 1 Bukittinggi, from the results of data processing that the author has done in each variable, the researcher conducts a description with the aim of explaining the proportion of the number of respondents to the research variables.

**Table 2. Average Organizational Commitment Frequency Distribution Indicator.**

No	Indicator	Total Score	Average	TCR	Information
1	Strong desire as a member.	861	4,70	94%	High
2	Desire to work hard at work.	822	4,48	89%	High
3	Acceptance of organizational values.	801	4,37	87%	High
4	Acceptance of organizational goals.	831	4,53	90%	High
Accumulated average score			4,52	90%	High

Based on the results of the Organizational Commitment frequency distribution calculation, there are four indicators used in this study to measure Organizational Commitment. The results show a score of 4.52 with a respondent achievement rate of 90%, so it can be concluded that Organizational Commitment in teachers of SMAN 1 Bukittinggi is high and needs to be maintained.

**Table 3. Average Transformational Leadership Frequency Distribution Indicator.**

No	Indicator	Total Score	Average	TCR	Information
1	Ideal Influence	1107	4,53	90%	High
2	Intellectual stimulation	823	4,49	89%	High
3	Inspirational Motivation	1319	4,47	89%	High
4	Attention is individual	1064	4,35	87%	High
	Accumulated average score		4,46	87%	High

Based on the results of the frequency distribution calculation that the author did on the four Transformational Leadership indicators used to measure Transformational Leadership, there is an average score of 4.46 and the respondent's achievement level is 87%. From these results it can be concluded that Transformational Leadership at SMAN 1 Bukittinggi is in the high category, this indicates that Transformational Leadership needs to be maintained.

**Table 4. Average Job Satisfaction Frequency Distribution Indicator.**

No	Indicator	Total Score	Average	TCR	Information
1	Jobs	819	4,47	89%	High
2	Wages	762	4,16	83%	High
3	Promotion	777	4,24	84%	High
4	Supervisor	812	4,43	88%	High
5	Coworkers	821	4,48	89%	High
	Accumulated average score		4,35	87%	High

Based on the results of the calculation of the total frequency distribution on the Job Satisfaction indicator, it can be concluded that the Job Satisfaction of teachers at SMAN 1 Bukittinggi is in the high category, this needs to be maintained.. There are 5 indicators used to measure Job Satisfaction, which are summed up there is an average score of 4.35 with a respondent achievement level of 87%.

Convergent and discriminate validity are part of the validity test. Checking the factor loadings or outer loadings is how convergent validity testing is done. Convergent validity is considered fulfilled if the outer loading value is greater than > 0.7. Discriminate validity can be fulfilled if the cross loading is greater than 0.7, this can be found by comparing the correlation between indicators of one variable and another. It is said to have discriminatory validity if the correlation of the variable indicators is higher than other variables.

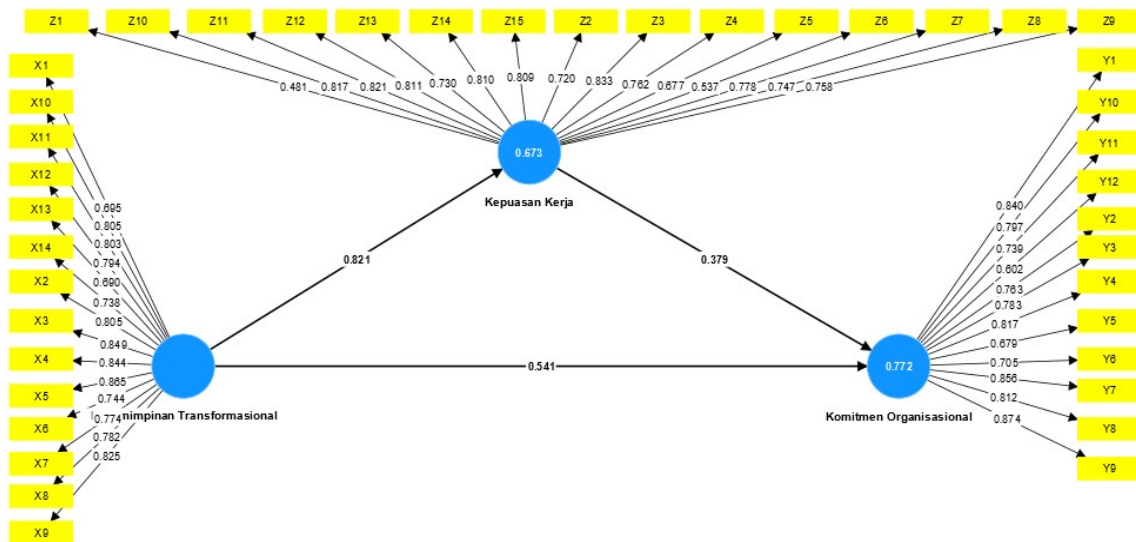


Figure 2. First Outer Model

Figure 2 shows the initial form of the relationship model between variables. This initial relationship model illustrates that the indicators are not yet valid, because they still have a loading factor value below 0.5. Therefore, it is necessary to restimulate the initial construct model by removing the indicator that falls into discriminant validity as much as 1 statement under the loading factor. After invalid indicators are discarded, the variable model is restimated and the final form of the model between variables is obtained which can be seen in Figure 3 below.

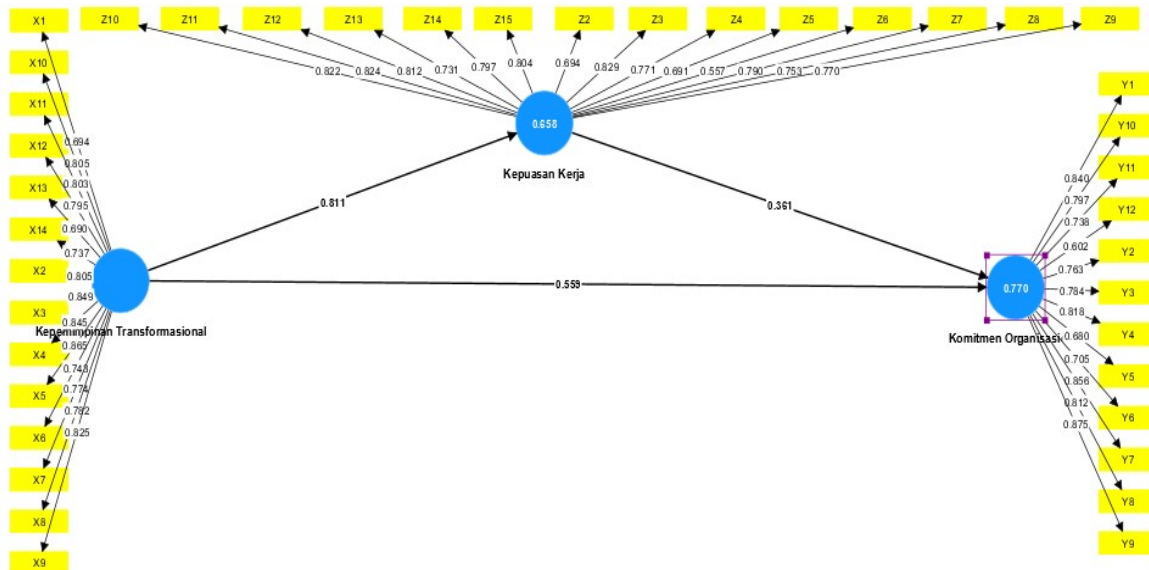


Figure 2. Final Outer Model

Based on the outer loading results shown in the figure, each variable indicator provides a high level of convergent validity. This is because all indicators have loading factors above 0.5. Likewise, the cross loading value shows good discriminant validity, namely if the variable indicator correlation comparison has a higher value than the correlation of other variable indicators. Another method used to assess discriminant validity is to compare the Square Root Of Average (AVE) value for each construct

with the correlation between one construct and another in the model. A construct can be said to be valid if it has an AVE value  $> 0.5$ .

In addition, a reliability test was carried out by looking at the composite reliability and Cronbach's alpha of the indicator block to measure the construct. The results of composite reliability and Cronbach's alpha can be said to be reliable if they have a value above 0.7.

Testing the inner model or structural model is carried out to see the relationship between constructs, the significance value and R-Square of the research model. The structural model was evaluated using the R-Square for the endogenous constructs t-test as well as the significance of the structural path parameter coefficients. In assessing the model with PLS, we start by looking at the R-Square for each endogenous latent variable. The results showed that job satisfaction was obtained by 0.658 where this result shows 65%, the Job Satisfaction variable can be influenced by the Transformational Leadership variable. While for the Organizational Commitment variable, it is obtained at 0.770 where this result shows 77% of the Organizational commitment variable can be influenced by the Transformational Leadership variable.

## DISCUSSION

Based on the results of the analysis of Transformational leadership variables have a positive and significant effect on Organizational Commitment in teachers at SMAN 1 Bukittinggi. The calculation results show that the path coefficient is 0.559 with a t-statistic of 5.264, the value of the positive and significant influence between Transformational Leadership and Organizational Commitment. If high Transformational Leadership is applied in SMAN 1 Bukittinggi, it will affect the Organizational Commitment of teachers. This is because when the principal applies and provides ideal influence, intellectual stimulation, inspirational motivation and individualized attention so that teachers feel satisfied because they are cared for by their leaders at work, it will lead to high Organizational Commitment in teachers. Therefore, it is very necessary for schools to have high Transformational Leadership in order to increase Organizational Commitment in better teachers.

Based on the results of the analysis, the Transformational Leadership variable has a positive and significant effect on teacher Job Satisfaction at SMAN 1 Bukittinggi. Because the results of the calculation obtained a path coefficient value of 0.811 with a t-count of 15.729, this value is more than the t table value (1.96). The results show that there is a positive and significant influence between transformational leadership and job satisfaction.

If high Transformational Leadership is applied in SMAN 1 Bukittinggi, it will affect the Organizational Commitment of teachers. This is because when the principal applies and provides ideal influence, intellectual stimulation, inspirational motivation and individualized attention so that teachers feel satisfied because they are cared for by their leaders at work, it will lead to high Organizational Commitment in teachers. Therefore, it is very necessary for schools to have high Transformational Leadership in order to increase Organizational Commitment in better teachers.

Based on the results of variable analysis, Job Satisfaction has a positive and significant effect on Organizational Commitment in teachers of SMAN 1 Bukittinggi. Judging from the results of the calculation, the path coefficient value is 0.361 with a t-count of 3.339, which is greater than the t-table (1.96). This result means that there is a positive and significant influence between job satisfaction and organizational commitment in teachers.

If the Job Satisfaction of SMAN 1 Bukittinggi teachers is higher, it will also affect the Organizational Commitment of teachers. When teachers have a sense of satisfaction in every aspect of work, pay, promotion, supervision, and good coworkers, it will lead to high Job Satisfaction in teachers. Therefore, it is necessary for teachers to have high Job Satisfaction in order to increase better Organizational Commitment.

Transformational Leadership has a positive effect on Organizational Commitment through Job Satisfaction. This result is supported in the t study of 3.369 which is greater than 1.96, this means that

it shows that the results are significant. Thus, the indirect effect model of the Transformational Leadership variable on Organizational Commitment is significant through Job Satisfaction.

This means that Transformational Leadership applied by the principal has a direct influence on Organizational Commitment.. However, the effect will be better if Transformational Leadership applied in schools is followed by Job Satisfaction, so that it can have a better influence on the Organizational Commitment of teachers.

## **CONCLUSSION**

1. At SMAN 1 Bukittinggi, there is a direct and significant and positive influence between Transformational Leadership and Organizational Commitment of teachers at SMAN 1 Bukittinggi. This shows that transformational leadership affects Organizational Commitment in teachers at SMAN 1 Bukittinggi..
2. There is a direct and significant and positive influence between Transformational Leadership and Job Satisfaction on teachers at SMAN 1 Bukittinggi. This means that teachers at SMAN 1 Bukittinggi feel that Transformational Leadership applied in the school environment affects Job Satisfaction in each individual teacher.
3. There is a direct and significant and positive influence between Job Satisfaction and Organizational Commitment on teachers at SMAN 1 Bukittinggi. his means that teachers of SMAN 1 Bukittiggi feel that their job satisfaction is able to influence Organizational Commitment.
4. There is an indirect and significant and positive influence between the effect of Transformational Leadership on Organizational Commitment with Job Satisfaction as a mediating variable on teachers at SMAN 1 Bukittinggi.

## **SUGGESTION**

Based on the research findings, teachers' Organizational Commitment is influenced by Transformational Leadership applied in the school environment. Therefore, the principal of SMA Negeri 1 Bukittinggi is advised to always apply leadership principles such as providing ideal influence, intellectual stimulation, inspirational motivation and individual attention to teachers, so that teachers feel cared for and benefited by the principal's policies, thus increasing the organizational commitment of teachers at SMAN 1 Bukittinggi.



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