

# The Role of Job Satisfaction mediates The Effect of Transformational Leadership on Organizational Commitment

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**Abstract:** The purpose of this study was to determine the effect of transformational leadership on job satisfaction, to determine the effect of transformational leadership on organizational commitment, to determine the effect of job satisfaction on organizational commitment, and to determine the role of job satisfaction in mediating the effect of transformational leadership on organizational commitment. This research was conducted at the Aston Hotel Cangu. The number of samples used in this study is 62 people, using the saturated sample method (census), which uses the entire population as a sample. Data analyzed using Path Analysis techniques. The results showed that transformational leadership had a positive and significant effect on job satisfaction at Aston Hotel Cangu, transformational leadership had a positive and significant effect on organizational commitment, job satisfaction had a positive and significant effect on organizational commitment, and job satisfaction positively and significantly mediated transformational leadership towards commitment at the Aston Hotel Cangu.

**Keywords:** Transformational Leadership, Job Satisfaction, Organizational Commitment.

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## I. INTRODUCTION

Increasing the growth of hotels in Bali as it currently creates intense competition in providing the best services, various ways have been done starting with developing hotel facilities to increasing human resources (HR). Human resources are a milestone used in the development of a company (Utamajaya and Sriathi, 2015). Human resources are also one of the factors for the smooth running of activities within the company, because some of the company's activities require quality resources to achieve corporate goals (Robbins, 2001: 42). Human resources are one of the important elements that will determine the success or failure of a company to achieve its stated goals.

According to Ramadhan and Mujiati (2017), companies are required to retain their employees, where one way is to increase the employees' commitment to the company. Employees with high commitment can encourage companies to succeed in achieving the goals set by the company. Organizational commitment is a sure desire to maintain organizational membership, identify with goals, organizational success, employee loyalty, and strong desires and do the best for the name of the organization (Sarier et al., 2011). Organizational commitment can be interpreted as a strong involvement and willingness of an employee to settle in a company (Karambut et al., 2012).

Leadership and job satisfaction are two factors that can increase organizational commitment (Lok, 2003). Fajarani et al. (2011), states that transformational leadership has a positive and significant effect on organizational commitment. Ismail et al. (2011), said that the ability of leaders to show transformational leadership styles in carrying out organizational functions has a positive impact on work outcomes and organizational commitment. Jain and Taranjeet (2016), states that transformational leadership has a positive effect on organizational commitment.

Suwardi (2011), states that job satisfaction is one of the factors that encourage employees to work harder so they can improve their work. Locke and Judge (1993) (in Saragih, 2007), defines job satisfaction as positive emotions or feelings of pleasure, as a result of an employee's assessment of work factors or work experiences. Job satisfaction is a general

response shown by employees in the form of positive behavior, where the behavior refers to the perception of various things that are received by workers related to their work (Sidharta et al., 2011). Job satisfaction or job satisfaction is a very important factor that must be considered by an organization because job satisfaction determines the success of an organization (Hong-Teck and Waheed, 2011).

Based on research conducted by Khan et al. (2017), confirms that job satisfaction acts as a full mediating role in the relationship between transformational leadership and organizational commitment. Afolabi (2013), states that job satisfaction is a mediating variable on the relationship between transformational leadership and organizational commitment. According to the research of Darmawan and Putri (2017) states that transformational leadership influences organizational commitment through job satisfaction as a mediating variable.

The problem that is often faced by companies regarding human resources is one of them is how to maintain employee commitment to the company. Based on the results of the initial survey of indicators of organizational commitment there are 5 employees who feel less agree with the statement given, for example, employees feel that they have a company and employees are willing to spend the rest of their career in the company. In addition, based on the results of interviews conducted with HRD, there are still employees who are not willing to be involved in work activities for the benefit of the company, for example, how many employees are not willing to replace their sick colleagues, this indicates that organizational commitment to the company is still low. Based on the results of interviews with 10 employees it is known that the problem is caused by leaders who are less able to encourage employees to be more enthusiastic to work and leaders who care less about their subordinates, which in turn will reduce job satisfaction for employees. received is not in accordance with the workload given, it will cause employees to feel reluctant to do a good job so that job satisfaction for employees will decrease and employees will tend to have low commitment to the organization where they work.

Based on the description of the background and previous research, there is a direct or indirect influence of transformational leadership on organizational commitment. This study wanted to find out how the influence of transformational leadership on organizational commitment, both directly and indirectly through job satisfaction at Aston Hotel Cangu. This research was conducted at the Aston Hotel Cangu because of the problem of organizational commitment.

## **II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT**

### **The Effect of Transformational Leadership on Organizational Commitment**

Simanjuntak and Calam (2012), states that transformational leadership involves developing a closer relationship between the leader and his subordinates, not just an agreement but rather based on trust and commitment. Bushra et al. (2011), states that there is a positive influence between transformational leadership on organizational commitment. The Ismail et al. (2011) show that transformational leadership is positively and significantly correlated with organizational commitment. Dunn et al. (2012) states that transformational leader behavior is significantly and positively related to organizational commitment. Jain and Taranjeet (2016), also found that transformational leadership has a positive effect on organizational commitment. Based on the explanation above, the hypothesis can be made as follows:

**H<sub>1</sub>: Transformational leadership has a positive and significant effect on organizational commitment**

### **The Effect of Transformational Leadership on Job Satisfaction**

Tseng and Kang (2009) suggested that transformational leadership style is a determining factor that influences employee attitudes, perceptions and behavior where there is an increase in trust in leaders, motivation and job satisfaction, and is able to reduce a number of conflicts that often occur within an organization. Scandura and Williams (2004), states that the characteristics of influence are ideal and give inspiration and motivation that make transformational leaders have an additional influence on job satisfaction and organizational commitment. Pounder (2003), transformational leadership has a very large positive influence to improve subordinate job satisfaction. Based on the results of research by Risambessy (2010), transformational leadership style has a significant and positive influence on job satisfaction. In addition, leaders who have a transformational leadership style tend to be more effective in leading change, because these leaders are able to encourage their subordinates to exert their efforts and direct themselves to a more expected future state (Hamblin, 1958). Based on the description above can be made the following hypothesis:

**H<sub>2</sub>: Transformational leadership has a positive and significant effect on job satisfaction**

**The Effect of Job Satisfaction on Organizational Commitment**

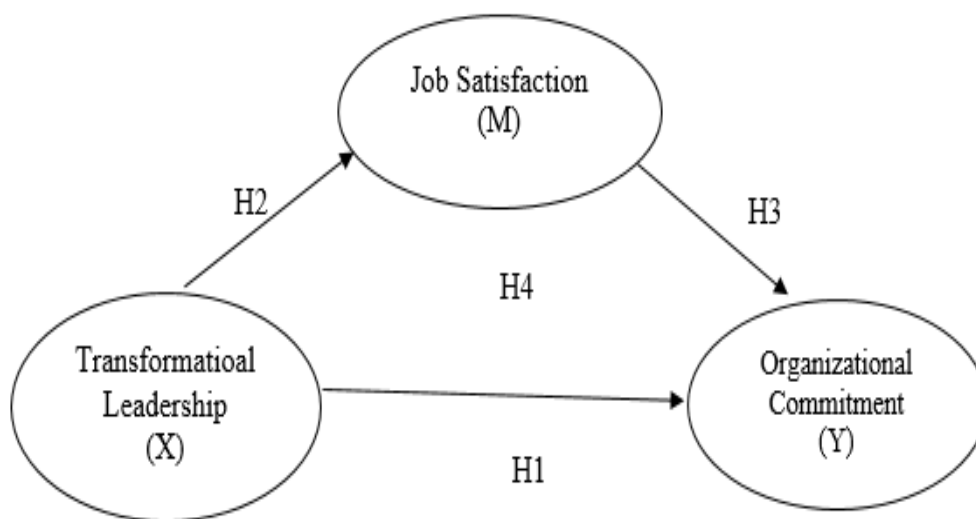
Job satisfaction is an important thing that is owned by individuals in work, where each individual worker has different characteristics - different levels of work satisfaction are also different (Priansa, 2014). Shah et al. (2014), states that there is a positive influence between job satisfaction on employee organizational commitment. Organizational commitment will be created if every employee has good job satisfaction (Thoyib and Surachman, 2013). Andes (2015) says job satisfaction has a positive influence in creating organizational commitment. Tentama and Pranungsari (2016), states that there is a positive influence between job satisfaction towards organizational commitment. Based on the description above can be made the following hypothesis:

**H<sub>3</sub>: Job satisfaction has a positive and significant effect on organizational commitment**

**The Role of Job Satisfaction mediates The Effect of Transformational Leadership on Organizational Commitment**

Based on research conducted by Khan et al. (2017), confirms that job satisfaction acts as a full mediating role in the relationship between transformational leadership and organizational commitment. Afolabi (2013), states that job satisfaction is a mediating variable on the relationship between transformational leadership and organizational commitment. According to the research of Darmawan and Putri (2017) states that transformational leadership influences organizational commitment through job satisfaction as a mediating variable. Bushra et al. (2011) also states that job satisfaction is able to mediate the relationship of transformational leadership to organizational commitment. The research carried out by Fardillah (2013), obtained results that transformational leadership indirectly influences organizational commitment through job satisfaction as a mediating variable. Based on the explanation above can be arranged as follows:

**H<sub>4</sub>: Job satisfaction mediates the relationship between transformational leadership and organizational commitment**



**Figure 1: Conceptual Model**

**III. RESEARCH METHODOLOGY**

The approach used in this study is an associative quantitative approach (relationship). The location of this research is Aston Hotel Canggü, located on Jalan Raya Pantai Batu Bolong No. 99 North Kuta. This company was chosen as the location of the study because there were problems related to organizational commitment, transformational leadership and job satisfaction at Aston Hotel Canggü. The population used in this study were all employees totaling 62 people at the Aston Hotel Canggü. The method of data collection in this study was carried out by interviews and questionnaires. Data analysis techniques used are path analysis and sobel test.

#### IV. RESEARCH FINDING AND DISCUSSION

This study used 62 employees at Aston Hotel Canggu as respondents according to the sample used.

**TABLE 1: CHARACTERISTICS OF RESPONDENTS OF ASTON HOTEL CANGGU**

No.	Age	Respondent	(%)
1	20 - 29 years old	23	37,0
2	30- 39 years old	27	43,5
3	40 - 49 years old	7	11,2
4	≥ 50 years old	5	8,0
<b>Total</b>		<b>62</b>	<b>100</b>

No.	Gender	Respondent	(%)
1	Male	36	58,0
2	Female	26	41,9
<b>Total</b>		<b>62</b>	<b>100</b>

No.	Education	Respondent	(%)
1	High School	31	50,0
2	Diploma	15	24,1
3	Bachelor	10	16,1
4	Postgraduate	6	9,6
<b>Total</b>		<b>62</b>	<b>100</b>

Source: Primary data processed, 2019

Table 1 shows there are three characteristics of respondents by age, gender and education. Most of the respondents in this study were 30 to 39 years old with a percentage of 43.5% or as many as 27 people who were in the productive age group which meant they had enough experience in working so they were able to work well. This study was dominated by respondents of male sex with a total percentage of 58% or 36 people and the remaining 41.9% or 26 people were female. Most of the respondent's education is graduated from high school with a percentage of 50% or 31 people, someone who has studied until high school is assumed to have a fairly good understanding and ability in completing work.

The Calculation of path coefficients is done by regression analysis through SPSS 22.0 for Windows software, the results obtained are shown in Table 2 below.

**TABLE 2: THE RESULT OF PATH ANALYSIS 1**

Variable	Standardized Coefficients	Std. Error	t Statistic	Sig. t
(Constant)	0,528	0,432	1,218	0,228
Transformational Leadership (X)	0,644	0,123	6,524	0,000
R Square	0,415			
F Statistic	42,556			
Sig. F	0,000			

Source: Primary data processed, 2019

Based on the results of substructure 1 of path analysis such as above the regression coefficient, transformational leadership variables are positive with a significance value of t test less than 0.05. This shows that transformational leadership variables have a significant positive effect on the variable job satisfaction. The magnitude of the influence is shown by the value of total determination (R Square) of 0.415 means that 41.5% variation in job satisfaction is influenced by variations in transformational leadership, while the remaining 58.5% is explained by other factors not included in the model.

**TABLE 3: THE RESULT OF PATH ANALYSIS 2**

Variable	Standardized Coefficients	Std. Error	t Statistic	Sig.t
(Constant)	0,723	0,261	2,766	0,008
Transformational Leadership (X)	0,527	0,096	5,497	0,000
Job Satisfaction (M)	0,324	0,077	4,197	0,000
R Square	0,692			
F Statistic	66,288			
Sig. F	0,000			

Source: Primary data processed, 2019

Based on the results of substructure 2 of path analysis such as above the regression coefficient value of each independent variable is positive with a t test significance value of less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The magnitude of the influence of independent variables on the dependent variable indicated by the value of total determination (R Square) of 0.692 means that 69.2% of variation in organizational commitment is influenced by variations in transformational leadership and job satisfaction, while the remaining 30.8% is explained by other factors which is not included in the model.

The total value of determination of 0.822 means that 82.2% of the variation in organizational commitment is influenced by variations in transformational leadership and job satisfaction, while the remaining 17.8% is explained by other factors not included in the model.

**TABLE 4: DIRECT EFFECT, INDIRECT EFFECT AND TOTAL EFFECT OF TRANSFORMATIONAL LEADERSHIP (X), JOB SATISFACTION (M), AND ORGANIZATIONAL COMMITMENT (Y)**

Variable Effect	Direct Effect	Indirect Effects Through Organizational Commitment (M) ( $\beta_1 \times \beta_2$ )	Total Effect
X → M	0,644	-	0,644
X → Y	0,527	0,208	0,735
M → Y	0,324	-	0,324

Source: Primary data processed, 2019

Based on the analysis of the effect of transformational leadership on job satisfaction obtained a significance value of 0,000 with a beta coefficient of 0.644. A significance value of 0,000 < 0.05 indicates that H0 is rejected and H1 is accepted. This result means that transformational leadership has a positive and significant effect on job satisfaction at Aston Hotel Cangu. Based on the analysis of the effect of transformational leadership on organizational commitment, a significance value of 0,000 with a beta coefficient of 0.527 was obtained. Significance values of 0,000 < 0.05 indicated that H0 was rejected and H2 was accepted. This result means that transformational leadership has a positive and significant effect on organizational commitment at Aston Hotel Cangu. Based on the results of the analysis of the effect of job satisfaction on organizational commitment obtained a significance value of 0,000 with a beta coefficient of 0.324. Significance values of 0,000 < 0.05 indicate that H0 is rejected and H3 is accepted. This result means that job satisfaction has a positive and significant effect on organizational commitment at Aston Hotel Cangu.

**TABLE 5: THE RESULT OF SOBEL TEST**

Nilai Z	Sig
3,680	0,000

Source: Primary data processed, 2019

Based on the Sobel test results in Table 5. shows that the Z value is  $3.680 > 1.96$  with a significance value of  $0.000 < 0.05$ , which means that job satisfaction is a variable that mediates the effect of transformational leadership on organizational commitment at Aston Hotel Canggus or Transformational leadership has an indirect effect on organizational commitment through job satisfaction.

### **The Effect of Transformational Leadership on Organizational Commitment**

The results of testing the hypothesis of the effect of transformational leadership on organizational commitment obtained a significance value of 0,000 with a beta coefficient of 0.527. Significance values of  $0,000 < 0.05$  indicated that H0 was rejected and H2 was accepted. This result means that transformational leadership has a positive and significant effect on organizational commitment at Aston Hotel Canggus, where leaders who are able to apply transformational leadership well are able to increase organizational commitment to employees. The results of this study support the findings of Bushra et al. (2011), stating that there is a positive influence between transformational leadership on organizational commitment. The Ismail et al. (2011) also show that transformational leadership is positively and significantly correlated with organizational commitment. In line with these opinions Dunn et al. (2012) states that transformational leader behavior is significantly and positively related to organizational commitment.

### **The Effect of Transformational Leadership on Job Satisfaction**

Based on the results of transformational leadership analysis of job satisfaction obtained a significance value of 0,000 with a beta coefficient of 0.644. Significance value of  $0,000 < 0.05$  indicates that H0 is rejected and H1 is accepted. This result means that transformational leadership has a positive and significant effect on job satisfaction at Aston Hotel Canggus where the better a leader applies transformational leadership style, the higher job satisfaction of employees. This indicates that transformational leadership is able to generate job satisfaction in employees. The results of this study support several studies conducted by Pounder (2003), transformational leadership has a very positive positive effect to improve subordinate job satisfaction. Risambessy (2010), also said that transformational leadership style has a significant and positive influence on job satisfaction. In line with these opinions Tseng and Kang (2009), argued that transformational leadership style is a determining factor that influences employee attitudes, perceptions and behavior where there is an increase in trust in leaders, motivation and job satisfaction, and is able to reduce a number of conflicts that often occur in an organization.

### **The Effect of Job Satisfaction on Organizational Commitment**

Based on the results of the analysis of the effect of job satisfaction on organizational commitment obtained a significance value of 0,000 with a beta coefficient value of 0.324. Significance values of  $0,000 < 0.05$  indicate that H0 is rejected and H3 is accepted. This result means that job satisfaction has a positive and significant effect on organizational commitment at Aston Hotel Canggus, if employees are satisfied with their work it will lead to commitment to employees. The results of this study support previous research conducted by Priansa (2014), which states that job satisfaction is an important thing that is owned by individuals in work, where each individual worker has different characteristics - different levels of work satisfaction are different. Shah et al. (2014), also states that there is a positive influence between job satisfaction on employee organizational commitment. Organizational commitment will be created if every employee has good job satisfaction according to (Thoyib and Surachman, 2013). Andes (2015) says job satisfaction has a positive influence in creating organizational commitment. Tentama and Pranungsari (2016), states that there is a positive influence between job satisfaction and organizational commitment.

### **The Role of Job Satisfaction mediates The Effect of Transformational Leadership on Organizational Commitment**

The test results show that the Z value is  $3,680 > 1,96$  with a significance value of  $0,000 < 0,05$ , which means that work puff is a variable that mediates the effect of transformational leadership on organizational commitment at Aston Hotel Canggus or in other words indirectly influences transformational leadership towards organizational commitment through job satisfaction. This study supports several previous studies conducted by Khan et al. (2017), confirms that job satisfaction acts as a full mediating role in the relationship between transformational leadership and organizational commitment. Afolabi (2013), states that job satisfaction is a mediating variable on the relationship between transformational leadership and organizational commitment. According to the research of Darmawan and Putri (2017) states that transformational leadership influences organizational commitment through job satisfaction as a mediating variable. Bushra et al. (2011) also states that job satisfaction is able to mediate the relationship of transformational leadership to organizational commitment. The research carried out by Fardillah (2013), obtained results that transformational leadership indirectly influences organizational commitment through job satisfaction as a mediating variable.

## **RESEACRH IMPLICATIONS**

The implications of the results of this study focus on the usefulness and benefits of research results to increase employee commitment at Aston Hotel Canggus through transformational leadership and job satisfaction. The implication (1) is that the results of the Aston Canggus Hotel leader apply a transformational leadership style well, where leaders are able to train their subordinates well so that employees are able to increase their contribution to the company's success. The implication is (2) that results are obtained that the high job satisfaction of Aston Canggus Hotel employees, where employees feel leaders always give positive direction to the work of employees so that employees feel cared for by leaders that can lead to employee commitment to the company. The implication (3) is that results are obtained that the high organizational commitment to employees, where employees are willing to spend the rest of their career in the company and are willing to be involved in company activities, employees will survive in the company.

The theoretical implications obtained from this study are transformational leadership and job satisfaction positively and significantly affect organizational commitment. Job satisfaction is a partial mediation variable because it is able to show that transformational leadership and job satisfaction are factors that influence organizational commitment. The results of this study provide empirical support and are stated to be able to strengthen the results of previous studies.

## **RESEARCH LIMITATIONS**

This research was carried out only limited to the scope of the Aston Hotel Canggus so that the results of this study could not be used by other companies. The factors that influence the behavior of organizational commitment in this study are transformational leadership and job satisfaction, while there are still many other factors that can influence.

## **V. CONCLUSIONS AND SUGGESTIONS**

Based on the results of the analysis of this study, it can be concluded several things as follows:

- 1) Transformational leadership has a positive and significant effect on job satisfaction at Aston Hotel Canggus where the better a leader applies transformational leadership style, the higher job satisfaction of employees. This indicates that transformational leadership is able to generate job satisfaction in employees.
- 2) Transformational leadership has a positive and significant effect on job satisfaction at Aston Hotel Canggus, where the better a leader applies a transformational leadership style, the higher the job satisfaction of employees. This indicates that transformational leadership is able to generate job satisfaction in employees.
- 3) Job satisfaction has a positive and significant effect on organizational commitment at Aston Canggus Hotel, if employees are satisfied with their work it will lead to commitment to employees.
- 4) Job satisfaction is a variable that mediates the effect of transformational leadership on organizational commitment at Aston Hotel Canggus or in other words transformational leadership has an indirect effect on organizational commitment through job satisfaction.

Based on the results of the analysis of research, discussion and conclusions there are several suggestions that can be used as material for consideration in determining policies at Aston Hotel Canggus, including:

- 1) Efforts to increase organizational commitment, companies should be able to make employees comfortable and stay with the company by increasing good relations between superiors and subordinates and fellow coworkers.
- 2) The leader of the Aston Canggus Hotel should be able to give encouragement to employees so that enthusiasm in work by providing positive direction and motivating employees.
- 3) The Efforts to improve job satisfaction companies should provide employment promotion opportunities to employees by conducting work assessments and evaluations so that the promotion given is fair to every employee.

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