



Improving Job Satisfaction and Organizational Commitment: Analysis of the Effects of the Principal Transformational Leadership

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Abstract

This study aimed to measure the effect of dimensions of transformational leadership (i.e., idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) on organizational commitment of the teachers of four private vocational school in Tangerang which are mediated by job satisfaction. Data collection was done by simple random sampling to 175 population of lecturers. The returned and valid questionnaire results were 131 samples. Data processing was used SEM method with Smart PLS 3.0 software. The results of this study concluded: first, the dimensions of transformational leadership: idealized influence, intellectual stimulation and individualized consideration have positive and significant effect on job satisfaction, except inspirational motivation. Second, the dimensions of transformational leadership: idealized influence, inspirational motivation, and individualized consideration have not significant effect on organizational commitment, except intellectual stimulation. Third, job satisfaction have a positive and significant effect on organizational commitment. Fourth, the dimensions of transformational leadership: idealized influence, intellectual stimulation and individualized consideration have positive and significant effect on organizational commitment through job satisfaction as mediation, but inspirational motivation have not significant effect on organizational commitment through job satisfaction as mediation. This research could pave the way to improve the lecturer readiness in facing the era of education 4.0.

How to Cite

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INTRODUCTION

In general, an organization needs competent human resources (HR) as the most important element in the organization in achieving the organization's vision (Asbari, 2015, 2019). HR plays an important role in achieving the vision of the organization so that human resource management is needed (Asbari, Fayzhall, et al., 2020; Pramono, Suyantoko, et al., 2020). The success of an organization is one of them getting competent employees and keeping employees working in the organization. Organizational commitment is considered good when employees show feelings of pleasure and pride in their work, a desire to continue working and there is a loyal attitude towards the organization (Meyer et al., 1993), because organizational commitment is seen as one way of achieving the company's vision (Asbari, Purwanto, et al., 2019; Imelda et al., 2020; Kusumaningsih et al., 2020; Yuwono et al., 2020). Maintaining and increasing organizational commitment is by implementing leadership practices in accordance with the vision and mission of the organization (Agistiawati et al., 2020; Agistiawati & Asbari, 2020; Asbari, Nurhayati, et al., 2019; Asbari Pramono, et al., 2020; Asbari, Purwanto, Fayzhall, et al., 2020; Basuki et al., 2020; Fikri et al., 2020; Goestjahjanti et al., 2020; Novitasari et al., 2020; Prameswari et al., 2020; Pramono, Purwanto, et al., 2020; Putra et al., 2020; Santoso et al., 2019, 2020; Sopa et al., 2020a, 2020b; Sutardi et al., 2020; Wijayanti et al., 2020; Yanthy et al. al., 2020; Yuwono et al., 2020).

The leadership style also determines the organizational commitment of employees. The leadership style as expressed by (Bernarto et al., 2020), namely transformational leadership, characterizes the ability of a leader to understand the needs of his followers and be able to motivate them. Transformational leaders are able to make employees committed and have high loyalty to the organization (Stephen P. Robbins & Judge, 2008). This is supported by the existence of several previo-

us studies which state that there is a positive and significant influence of transformational leadership on organizational commitment (Darmawan & Putri, 2017; Mohamad, 2012). In addition to transformational leadership, job satisfaction has an important role so that employees can be highly committed to the organization. When organizational commitment is indicated by a pleasant feeling for employees, the pleasant feeling is caused by a form of job satisfaction felt by employees so that it describes positive organizational behaviour of employees, namely increased organizational commitment. Job satisfaction is a form of positive feelings that arise in an employee thanks to the results of an evaluation of their characteristics (Stephen P. Robbins & Judge, 2008).

Examining the importance of an organization to strive to increase organizational commitment, and based on the findings research gap from several previous studies, this study explores more deeply and broadly the relationship and influence of transformational leadership and job satisfaction on organizational commitment to teachers in four private vocational schools in Tangerang, Indonesia. This study explores not only the effect of transformational leadership, but more deeply into each of the dimensions of transformational leadership, namely the dimensions of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. There is not much influence of this dimension of transformational leadership, studies especially in the analysis unit of private vocational school teachers in Indonesia. At least, the conclusion from the evidence of this research is able to contribute to the body of knowledge about leadership practices in higher education institutions.

Transformational leadership is one of the leadership styles that approaches by showing the behaviour and abilities of leaders who inspire followers so that employees can work well and produce the desired performance. Transformational leadership is characterized by the ability of a leader who understands the needs of his followers and is able to motivate

his followers (Asbari, Purwanto, et al., 2019; Asbari, Santoso, et al., 2019; Asbari, Fayzhall, et al., 2020; Asbari, Purwanto, & Budi, 2020; Prameswari et al., 2020; Purwanto; et al., 2019; Purwanto et al., 2019; Purwanto, Asbari, et al., 2020; Purwanto, Putri, et al., 2020). Transformational leadership is a leader who is seen as someone who is able to exert a great influence on his followers so as to create an inspiring situation for his followers to achieve organizational goals that go beyond the boundaries of the wishes of their leaders (Wexley & Yukl, 1977). Transformational leaders are usually able to generate a sense of self-confidence (intrinsic motivation), commitment, high loyalty and develop a leadership spirit in others (Robbins & Judge, 2015).

In this definition (Luthans, 2005), transformative leaders are able to change the awareness of their followers, increase their enthusiasm, and motivate them to do their best to achieve organizational goals, not because they are forced to, but they are willing. According to (Bass & Avolio, 2000), there are three characteristics of transformative leaders, namely: first, to increase followers' awareness of the importance of processes and efforts. Second, to motivate followers to prioritize group interests over individual interests. Third, to shift the follower's needs beyond material things to a higher level such as self-esteem and actualization.

In other words, (Burn, 1978) states that transformational leaders are people who encourage followers to act for specific goals that represent the values and motivations — wants and needs, aspirations and expectations - of leaders and followers ". They are able to change the consciousness of followers and instill normative values, ideals, to achieve higher morality, such as equality, freedom, justice, humanitarianism, and peace.

In conclusion, transformational leadership is part of a delivery process in providing an overview of the organization's vision, where the key to success lies in the role and expertise of a leader in convincing its members to carry out all the goals of the organization's

achievement. The best achievement of transformational leaders is to provide opportunities for their followers to develop skills so that they are able to generate internal motivation and a committed attitude towards work for followers due to the support system, namely a leader who inspires his followers.

Job satisfaction is expressed as an attitude emerging by employees, both negative and positive towards their work (Greenberg, 2011). Job satisfaction can also be interpreted as a form of positive feelings that arise for someone who is satisfied with the results of an evaluation of their characteristics (SP Robbins & Judge, 2011). Furthermore, (Weiss et al., 1967) have shown that there are three dimensions of job satisfaction that refer to the Minnesota Satisfaction Questionnaire (MSQ), namely intrinsic satisfaction, extrinsic satisfaction, and general satisfaction.

Having a commitment to an organization is a form of employee behavior towards one's job. Commitment is one form of identification of the condition of employees who are in favor of a particular organization and their goals and desires to maintain membership in that organization (Stephen P. Robbins & Judge, 2008). Organizational commitment implies acceptance of the direction and goals of the organization and a strong desire to be part of the organization (Kreitner & Kinicki, 2014). This means that an employee's high determination to remain in an organization in order to participate in achieving the goals of the organization. Organizational commitment is also interpreted as a strong desire to remain a member of a particular organization; the desire to try hard in accordance with the wishes of the organization; certain beliefs, acceptance of organizational values and goals. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and success and continuous progress (Luthans, 2005).

Along with the development of the theory of organizational commitment, referring to (Allen & Meyer, 1990), which states a definition of commitment in organization as a

psychological construct which is a characteristic of the relationship between organizational members and their organization and has implications for individual decisions to continue their membership in organizations. Organizational commitment reflects that members of an organization provide loyalty and contribute to the organization. Based on the theory described above, it can be concluded that organizational commitment tends to express the feelings that employees have which provides an overview as a form of desire, need and responsibility for employees towards their organization.

Transformational leadership makes employees idealized and motivates employees by showing an inspiring leader. Additional intellectual stimulus from leaders by providing encouragement and assistance in resolving obstacles faced by employees as a form of good mentor in the transformation process that aims to achieve the organizational vision (Sudiyono, Fikri, et al., 2020). In transformational leadership, employees are able to provide an assessment of perceived satisfaction when the leader is able to provide a clear picture of the organization's vision and mission (Fayzhall, Asbari, Purwanto, Goestjahjanti, et al., 2020; Nugroho et al., 2020). Several previous studies have found evidence that transformational leadership has a high influence on job satisfaction (Darmawan & Putri, 2017; Ling & Ibrahim, 2013; Mohamad, 2012). Judging by the theory put forward by (Bass & Avolio, 2000), which states transformational leadership is a process in achieving organizational desires, one of which is providing direction to increase employee confidence and even giving attention to employees in the process of directing these employees, so that they can It is said that when a leader is able to transform his employees well, then job satisfaction will be felt by the employees.

Based on the findings of several previous findings and explanations based on predetermined theory, the researchers hypothesized that: (1) H1a: It is suspected that transformational leadership is an idealized

influence dimension (2) H1b: It is suspected that transformational leadership is the dimension of inspirational motivation that (3) H1c: It is suspected transformational leadership of the dimensions of intellectual stimulation; (4) H1d: Alleged transformational leadership individualized consideration dimensions has a positive and significant effect on teacher's job satisfaction in private vocational schools in Tangerang.

The success of transformational leadership in organizations can be assessed based on the level of organizational commitment of the employees in it (Boamah et al., 2018). Many previous studies have shown that transformational leadership that is focused on managerial and executive levels is able to provide committed behavior by employees (Ling & Ibrahim, 2013). In connection with the theory described by (Kreitner & Kinicki, 2014) regarding the stages of the transformation process, the results show that there is a form of personal commitment to leaders and a vision and the formation of organizational commitment. This is in line with the results of previous research which states that transformational leadership can increase the commitment of organizational members.

Kreitner & Kinicki (2013) also explain that employees who are committed show an acceptance of the direction and goals of the organization and a strong desire to be part of the organization. This explanation also relates to the expectations of leaders when transforming vision and attracting employees to immediately contribute to organizational achievement so that employees have a commitment to carry out their assigned tasks. Based on the findings of several previous findings and explanations based on predetermined theory, the researchers hypothesized that: (1) H2a: It is suspected that transformational leadership is an idealized influence dimension; (2) H2b: It is assumed that transformational leadership is the dimension of inspirational motivation; (3) H2c: Suspected that transformational leadership in the dimensions of intellectual stimulation; (4) H2d: Alleged that transforma-

tional leadership individualized consideration dimensions that has a positive and significant effect on the organizational commitment of teachers in private vocational schools in Tangerang.

Previous research has found evidence that job satisfaction has a significant effect on organizational commitment (Bayarçelik & Findikli, 2016; Lambert et al., 2019). Likewise other researchers who prove the same thing (Beshlideh et al., 2018; Culibrk et al., 2018; Hazriyanto & Ibrahim, 2019; Musringudin et al., 2017; Soomro & Shah, 2019). As explained (Weiss et al., 1967) regarding job satisfaction can be based on intrinsic satisfaction in the form based on success in carrying out the job, extrinsic satisfaction in the form of appropriate rewards obtained for the work carried out even the satisfaction obtained for the work environment that supports the employee in run its job. Based on the findings of several previous findings and explanations based on predetermined theory, the researchers hypothesized that: H3: It is assumed that job satisfaction has a positive and significant effect on teacher organizational commitment in private

vocational schools in Tangerang.

The increased organizational commitment to employees is supported by a feeling of satisfaction when employees see that their leader is able to become someone who has succeeded in convincing his members in transforming the organization's vision. Some of these studies have proven that there is a mediating effect of job satisfaction on the relationship between transformational leadership and organizational commitment (Darmawan & Putri, 2017) and (Mohamad, 2012). Based on the findings of Mohamad (2016) and Darmawan & Putri (2017), it proves that job satisfaction can be a mediation of transformational leadership on organizational commitment. Based on the findings of several previous findings and explanations based on predetermined theory, the researchers hypothesized that: (1) H4: It is suspected that transformational leadership is an idealized influence dimension; (2) H5: It is assumed that transformational leadership is the dimension of inspirational motivation; (3) H6: Presumably transformational leadership is the dimension of intellectual stimulation; (4) H7: Alleged that transformational leader-

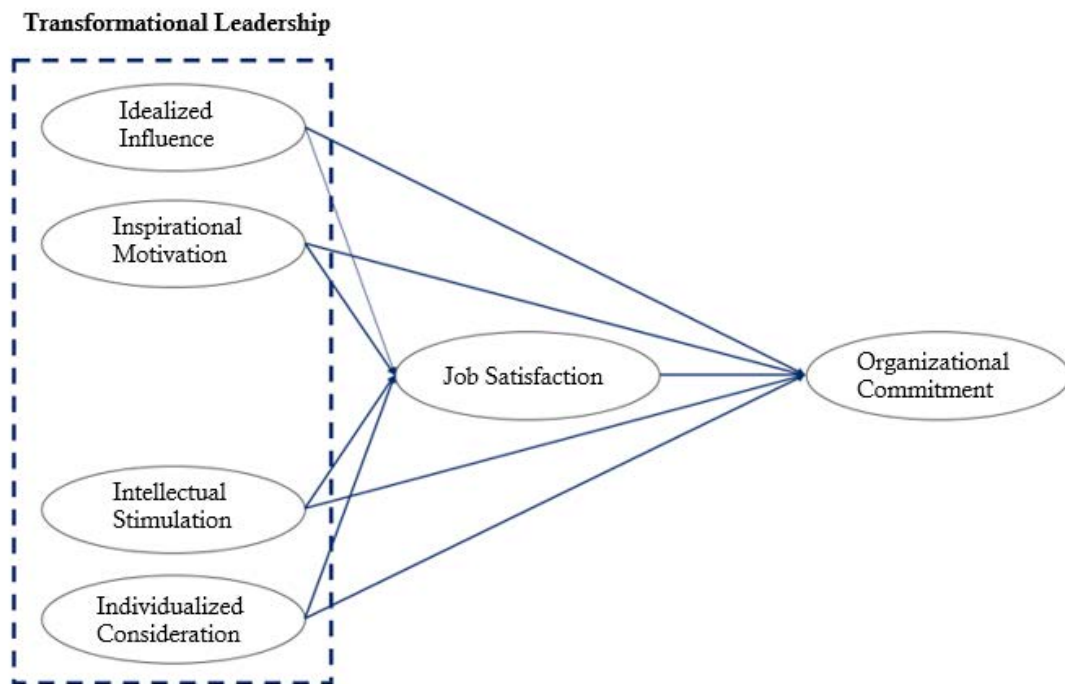


Figure 1. Research Model
Source: Processed Primary Data (2020)

ship individualized consideration dimensions has a positive and significant effect on organizational commitment through mediating teacher job satisfaction in private vocational schools in Tangerang.

According to (Sekaran & Bougie, 2003) every research project must be based on a scientific and rational theoretical framework, because only from that theoretical framework can a hypothesis be formulated that can be tested to determine whether the theory formulated is valid or not. Furthermore, it will be measured by appropriate statistical analysis. Referring to previous theory and research, there is a relationship between variables, including transformational leadership, job satisfaction and organizational commitment. Transformational leadership refers to research parameters adapted from (Bass & Avolio, 2000), job satisfaction refers to research parameters adapted from (Weiss et al., 1967) and organizational commitment refers to research parameters adapted from (Meyer & Allen, 1991).). The author builds this research model as in Figure 1.

METHODS

This research used quantitative research. Data were collected by distributing questionnaires to all teachers in four private vocational schools in Tangerang. The instrument used to measure transformational leadership was adapted (Bass & Avolio, 2000) using 20 items (TL1-TL20), namely the dimension of idealized influence 6 items (TL1-TL6), the dimension of inspirational motivation 5 items (TL7-TL11), the dimension. Intellectual stimulation of 5 items (TL12-TL16) and dimensions of individualized consideration 4 items (TL17-TL20). Job satisfaction is adapted from (Weiss et al., 1967) using 20 items (JS1-JS20). Meanwhile, organizational commitment was adapted from (Meyer & Allen, 1991) by using 22 items (OC1-OC22). List of items of all variables can be seen in the appendix. The ques-

tionnaire is designed closed except for questions/ statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question/ statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral (N) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for processing data is by using PLS and using the software SmartPLS version 3.0 as a tool. The population in this study were 175 teachers in four private vocational schools in Tangerang. The questionnaires were distributed using simple random sampling technique. The results of questionnaires that were returned and valid were 131 people as a sample (74.86 percent of the population).

RESULT AND DISCUSSION

The testing phase of the measurement model includes testing for convergent validity discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha value and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all the indicators in the PLS model have been implemented to meet the requirements of convergent validity, discriminant validity, and reliability test.

Table 1. Sample Description Information

	Criteria	Total	%
Age (per October 2019)	< 30 years old	45	34.3%
	30 - 40 years old	13	9.8%
	> 40 years old	73	55.9%
Working Period	< 5 years old	30	22.6%
	5-10 years old	78	59.8%
	> 10 years old	23	17.6%
Highest Degree	S1	122	93.1%
	S2	9	6.9%

Source: Processed Primary Data (2020)

Convergent Validity Testing

Convergent validity tests are carried out by looking at the value loading factor of each indicator against strong validity to explain latent constructs (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study, the minimum limit for loading factor accepted is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). Based on the results of

SmartPLS 3.0 processing and after removing indicators or items that do not meet the requirements, as the results are shown in Figure 2, now all indicators have a value loading factor above 0.5. So thus, the convergent validity of this research model has met the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 2.

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Dimension	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership (KT)	Idealized Influence (II)	TL1	0.848	0.915	0.934	0.704
		TL2	0.850			
		TL3	0.837			
		TL4	0.878			
		TL5	0.846			
		TL6	0.771			
	Inspirational Motivation (IM)	TL10	0.863	0.903	0.928	0.721
		TL11	0.867			
		TL7	0.842			
		TL8	0.892			
		TL9	0.776			
	Intellectual Stimulation (IS)	TL12	0.663	0.803	0.861	0.559
		TL13	0.556			
		TL14	0.817			
		TL15	0.809			
		TL16	0.851			
	Individualized Consideration (IC)	TL17	0.866	0.849	0.899	0.690
		TL18	0.884			
		TL19	0.838			
		TL20	0.727			

Variable	Dimension	Items	Loading	Cronbach's Alpha	Composite Reability	AVE
Job Satisfaction (KK)		JS10	0.704	0.901	0.918	0.503
		JS11	0.743			
		JS13	0.698			
		JS17	0.750			
		JS18	0.709			
		JS19	0.687			
		JS2	0.727			
		JS20	0.697			
		JS5	0.670			
		JS8	0.663			
		JS9	0.748			
Organizational Commitment (KO)		OC1	0.789	0.864	0.894	0.515
		OC11	0.684			
		OC12	0.698			
		OC19	0.718			
		OC2	0.783			
		OC20	0.621			
		OC3	0.695			
		OC6	0.736			

Source: Processed Primary Data (2020)

Tabel 3. Discriminant Validity

Variables	IC	II	IM	IS	KK	KO
Individualized Consideration (IC)	0.831					
Idealized Influence (II)	0.510	0.839				
Inspirational Motivation (IM)	0.710	0.720	0.849			
Intellectual Stimulation (IS)	0.724	0.666	0.746	0.748		
Job Satisfaction (KK)	0.623	0.663	0.226	0.613	0.709	
Organizational Commitment (KO)	0.595	0.550	0.609	0.689	0.235	0.717

Source: Processed Primary Data (2020)

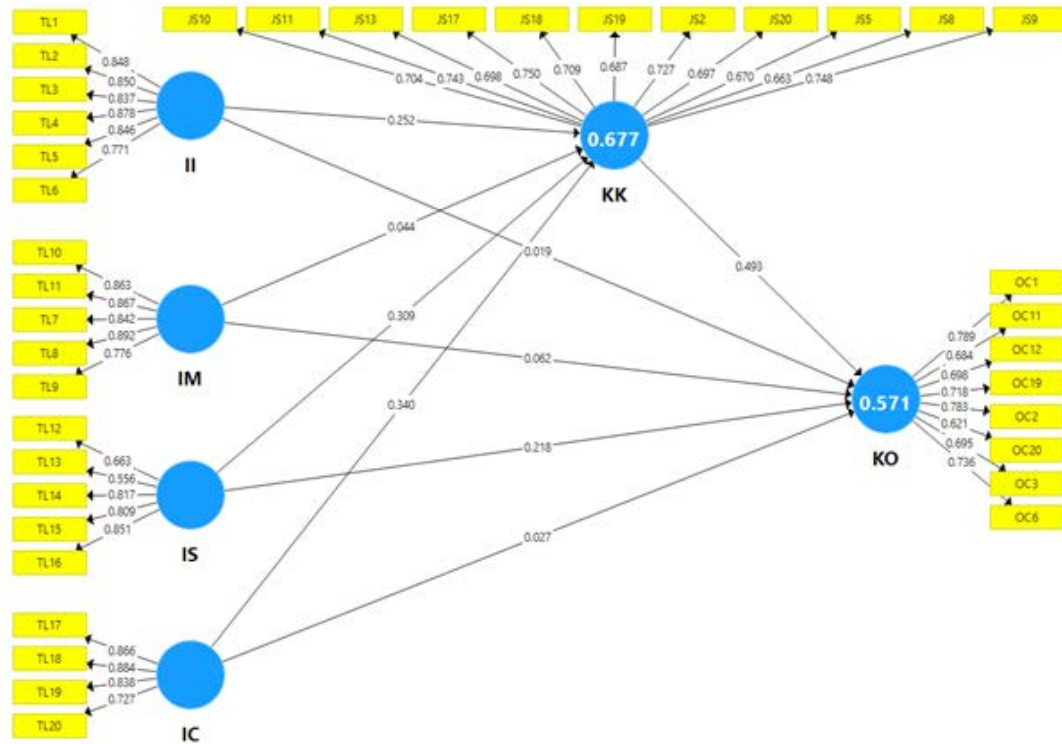


Figure 2. Research Model Valid
Source: Processed Primary Data (2020)

Tabel 4. Collinearity Statistics (VIF)

Variables	Job Satisfaction (KK)	Organizational Commitment (KO)
Individualized Consideration (IC)	2.475	2.832
Idealized Influence (II)	2.290	2.487
Inspirational Motivation (IM)	3.324	3.330
Intellectual Stimulation (IS)	3.007	3.303
Job Satisfaction (KK)		3.096

Source: Processed Primary Data (2020)

Desriminant Validity Testing

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of testing discriminant validity using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value mentioned in Table 3.

The results of the discriminant validity test in Table 3 above show that all constructs have a square root value of AVE above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from an indicator is greater than the other indicator items as mentioned in Table 4, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Furthermore, a collinearity evaluation is carried out to determine whether there is collinearity in the model. To find collineari-

ty, it is necessary to calculate the VIF of each construct. If the VIF score is higher than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 4, all VIF scores are less than 5, meaning that this model has no collinearity.

Construct Reliability Testing

Construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended values composite reliability and Cronbach's alpha are more the 0.7 (Ghozali, 2014). The results of the reliability test in Table 2 show that all constructs have composite reliability values and Cronbach's alpha is greater than 0.7 (>0.7). In conclusion, all constructs have met the required reliability.

Hypothesis Testing

Hypothesis testing in PLS is also known as the inner model test. This test includes a significance test for direct and indirect effects as well as measuring the magnitude of the

influence of exogenous variables on endogenous variables. To determine the effect of the dimensions of transformational leadership on Organizational commitment that is mediated by job satisfaction requires a direct and indirect effect test. The effect test was carried out using the t-statistical test in the analysis model partial least squared (PLS) using the software SmartPLS 3.0. With the technique bootstrapping, the values for R Square and significance test values as shown in the Table 5.

Tabel 5. Nilai R Square

	R Square	R Square Adjusted
Job Satisfaction (KK)	0.677	0.669
Organizational Commitment (KO)	0.571	0.558

Source: Processed Primary Data (2020)

Based on Table 5, the value of R Square job satisfaction (KK) is 0.677, which me-

Tabel 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1a	II -> KK	0.252	0.078	3.233	0.001	Supported
H1b	IM -> KK	0.044	0.083	0.553	0.594	Not Supported
H1c	IS -> KK	0.309	0.077	3.994	0.000	Supported
H1d	IC -> KK	0.340	0.074	4.601	0.000	Supported
H2a	II -> KO	0.019	0.083	0.235	0.814	Not Supported
H2b	IM -> KO	0.062	0.107	0.583	0.560	Not Supported
H2c	IS -> KO	0.218	0.099	3.194	0.029	Supported
H2d	IC -> KO	0.027	0.101	0.266	0.791	Not Supported
H3	KK -> KO	0.493	0.089	5.529	0.000	Supported
H4	II -> KK -> KO	0.124	0.043	2.873	0.004	Supported
H5	IM -> KK -> KO	0.022	0.043	0.511	0.610	Not Supported
H6	IS -> KK -> KO	0.152	0.047	3.250	0.001	Supported
H7	IC -> KK -> KO	0.167	0.046	3.657	0.000	Supported

Source: Processed Primary Data (2020)

ans that the job satisfaction variable (KK) can be explained by the four dimensions of transformational leadership at 67.7%, while the remaining 32.3% is explained by other variables not discussed in this research. The R Square value of organizational commitment (KO) is 0.571, which means that the variable organizational commitment (KO) can be explained by the variable job satisfaction (KK) and the four dimensions of transformational leadership are 57.1%, while the remaining 42.9% is explained by other variables that are not discussed in this study. Meanwhile, Table 6 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

The Effect of Transformational Leadership Dimension towards Job Satisfaction

Based on the test results and the summary is in Table 6, this study concludes that transformational leadership in the dimensions of idealized influence (II), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on job satisfaction (KK), except for the inspirational motivation dimension (IM). So H1a, H1c and H1d are accepted (proven), but H1b is rejected (not proven). The results of this study support the conclusions of previous studies (Ölçer, 2015; Yuniarti & Muchtar, 2016). It is stated that these three dimensions of transformational leadership, namely idealized influence, intellectual stimulation and individualized consideration have a positive and significant effect on workplace wellbeing (Yuniarti & Muchtar, 2016). In general, there is evidence that transformational leadership has a significant effect on job satisfaction (Fayzhall, Asbari, Purwanto, Basuki, et al., 2020; Hutagalung et al., 2020; Nuryanti et al., 2020).

The Effect of Transformational Leadership Dimension towards Organizational Commitment

Based on the test results and the summary in Table 6, this study concludes that the transformational leadership dimensions of idealized influence (II), inspirational motivati-

on (IM) and individualized consideration (IC) have no significant effect on organizational commitment (KO), except for the dimension intellectual stimulation (IS). So, the H2a, H2b and H2d hypotheses are rejected (not proven), but the H2c hypothesis is accepted (proven). So it can be concluded that the assumption in this study regarding transformational leadership has a positive and significant impact on organizational commitment, only evident in the dimension of intellectual stimulation. This provides clarity that the organizational commitment of an employee can be increased based on the presence of elements of transformational leadership, especially in the dimension of intellectual stimulation. It is necessary to study this phenomenon further in the next research. The results of this study are supported based on findings from previous studies where the dimensions of transformational leadership have an influence on organizational commitment (Ölçer, 2015; Yuniarti & Muchtar, 2016). Likewise, previous researchers have proven the significant effect of transformational leadership on employee outcomes (Asbari, Fayzhall, et al., 2020; Asbari, Purwanto, & Budi, 2020; Hutagalung et al., 2020; Maesaroh et al., 2020; Nugroho et al., al., 2020; Waruwu et al., 2020; Yanthy et al., 2020).

The Effect of Job Satisfaction towards Organizational Commitment

Based on the test results and the summary in Table 6, this study concludes that job satisfaction (KK) has a positive and significant effect on organizational commitment (KO). This is evidenced by the t-statistics value (KK -> KO) of 5,529, greater than 1.96. It is also proven by the p-value of 0.000, less than 0.05. This means that the hypothesis H3 is accepted (proven). The current research results are supported by previous research conducted by (Bayarçelik & Findikli, 2016; Lambert et al., 2019). Likewise other researchers who prove the same thing (Beshlideh et al., 2018; Culibrk et al., 2018; Hazriyanto & Ibrahim, 2019; Musringudin et al., 2017; Soomro & Shah, 2019).

The Role of Job Satisfaction Mediation in the Dimensions of Transformational Leadership Relationship to Organizational Commitment

Based on the test results and the summary is in Table 6, this study concludes that transformational leadership dimensions idealized influence (II), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on organizational commitment through job satisfaction (KK) as a mediator. So, hypotheses H4, H6 and H7 are accepted (proven), but the transformational leadership variable, the dimension inspirational motivation (IM) does not have a significant effect on organizational commitment (KO) through job satisfaction (KK) as a mediator. So, hypothesis H5 is rejected (not proven). So it can be concluded that the presumption in this study regarding the influence of the mediating role of job satisfaction on the relationship of transformational leadership on organizational commitment has a positive and significant effect on the dimensions of idealized influence, intellectual stimulation and individualized consideration. The results of the current research findings are supported by findings from several previous studies such as research conducted by (Darmawan & Putri, 2017) and (Mohamad, 2012).

CONCLUSION

Based on the results of data analysis through questionnaires distributed to respondents, the following conclusions are found: First, the dimensions of transformational leadership: idealized influence (II), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on job satisfaction (KK).), except for the dimension inspirational motivation (IM). Second, the dimensions of transformational leadership: idealized influence (II), inspirational motivation (IM) and individualized consideration (IC) have no significant effect on organizational commitment (KO), except for the dimensions of intellectual stimulation

(IS). Third, job satisfaction (KK) has a positive and significant effect on organizational commitment (KO). Fourth, job satisfaction (KK) mediates the relationship between the dimensions of idealized influence (II), intellectual stimulation (IS) and individualized consideration (IC) on organizational commitment (KO), but job satisfaction (KK) does not mediate the relationship between inspirational motivation (IM) and organizational commitment (KO).

Based on the conclusions of this study, the management of school education institutions needs to build maximum involvement of all teachers to continuously improve transformational leadership practices, especially in the dimension of inspirational motivation to increase teacher's job satisfaction. Likewise, school management needs to maintain transformational leadership practices while increasing the dimension of intellectual stimulation in order to continue to maintain and increase organizational commitment. This study has several limitations. First, this study only analyzes the effect of transformational leadership dimensions on organizational commitment through job satisfaction as an intervening variable. There may be several other variables that influence organizational commitment, the authors strongly recommend finding, exploring and analyzing them. In addition, this research was conducted in a school educational institution setting and may not be generalizable to other institutions and industries. It is therefore highly recommended that further research on this topic be carried out in other industries.

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