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The Effect of Transformational Leadership Dimensions on Job Satisfaction and Organizational Commitment: Case Studies in Private University Lecturers

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Abstract— This research aimed to measure the effect of transformational leadership dimensions (i.e. idealized effect, inspirational motivation, intellectual stimulation and individualized consideration) on organizational commitment of the lecturers at a private higher education institution in Tangerang which are mediated by job satisfaction. Data collection was done by simple random sampling to 151 populations of lecturers. The returned and valid questionnaire results were 102 samples. Data processing was used SEM method with SmartPLS 3.0 software. The results of this research concluded: first, the dimensions of transformational leadership: idealized effect, intellectual stimulation and individualized consideration have a positive and significant effect on job satisfaction, except inspirational motivation. Second, the dimensions of transformational leadership: idealized effect, inspirational motivation, and individualized consideration have not a significant effect on organizational commitment, except intellectual stimulation. Third, job satisfaction has a positive and significant effect on organizational commitment. Fourth, the dimensions of transformational leadership: idealized effect, intellectual stimulation and individualized consideration have a positive and significant effect on organizational commitment through job satisfaction as the mediation, but inspirational motivations have not a significant effect on organizational commitment through job satisfaction as mediation. This research proposed a model for building the organizational commitment among the lecturers of a private higher education institution in Tangerang through enhancing transformational leadership with job satisfaction as a mediator. This research could pave the way to improve the lecturer readiness in facing the 4.0 education era.

Keyword: Job satisfaction, organizational commitment, organizational justice, transformational leadership.

I. INTRODUCTION

In general, an organization needs competent human resources (HR) as the most important element in an organization in achieving its organizational vision (Asbari, 2015, 2019). HR plays an important role in achieving the organization's vision so human resources management (HRM) is needed (Asbari, Fayzhall, et

al., 2020; Pramono, Suyantoko, et al., 2020). One of the success of an organization is to get competent employees and keep employees working in the organization. Organizational commitment is considered good when employees show a feeling of pleasure and pride in their work, eager to continue working and a loyal attitude towards the organization (Meyer et al., 1993), because organizational commitment is seen as one of the ways to achieve the organization'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 to implement leadership practices that are in accordance with the organization's vision and mission (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., 2020; Yuwono et al., 2020).

The leadership style also determines the organizational commitment of the employees. The leadership style as expressed by (Bernarto et al., 2020) namely transformational leadership characterizes the ability of a leader who can 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 previous researches which stated the positive and significant effect of transformational leadership on organizational commitment (Darmawan&Putri, 2017; Mohamad, 2012). Besides transformational leadership, job satisfaction has an important role so that employees can be highly committed to the organization. When organizational commitment is demonstrated by the presence of pleasant feelings for employees, the pleasant feeling is caused by a form of job satisfaction felt by employees so that it reflects the organizational behavior of positive employees, that is increased organizational commitment. Job satisfaction is a form of positive feelings that arise in an employee due to the results of the characteristics evaluation (Stephen P. Robbins & Judge, 2008). Examining the importance of an organization to strive in increasing organizational commitment, and based on the findings of the research gap from several previous researches, this research explores deeper and wider related relationships and effects of transformational leadership and job satisfaction on organizational commitment in the automotive industriallecturers at one private university in Tangerang, Indonesia. This research explores not only the effect of transformational leadership alone, but more deeply to each of the transformational leadership dimensions i.e. the dimension of idealized effect, inspirational motivation, intellectual stimulation and individualized consideration. Researches on the effect of this transformational leadership dimension are still not many, especially in the analysis unit of lecturers of private universities in Indonesia. At the very least, the conclusion of the proof of this research is able to contribute about leadership practices knowledge on higher education institutions.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1. Transformational Leadership

Transformational leadership is one of the leadership styles that approach by demonstrating the behavior 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 can understand 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 effect on his followers so as to create a situation that inspires his followers to achieve an organizational goal that goes beyond the desires 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 conclusion, transformational leadership is part of a delivery process in providing an overview related to the vision of the organization where the key to success lies in the

role and expertise of a leader in convincing members to carry out all the organizational achievement targets. The best achievement of transformational leaders is to provide an opportunity for followers to develop expertise so as to be able to bring up internal motivation and commitment to work for followers due to the support system of a leader who inspires his followers.

2.2. Job Satisfaction

Job satisfaction is expressed as an attitude that is raised by employees both negatively and positively towards their work (Greenberg, 2011). Job satisfaction can also be interpreted as a form of positive feelings that arise from someone as the results of the characteristics evaluation (S. P. Robbins & Judge, 2001). Furthermore, (Weiss et al., 1967) has shown that there are three dimensions of job satisfaction that refer to the Minnesota Satisfaction Questionnaire (MSQ), they are intrinsic satisfaction, extrinsic satisfaction, and general satisfaction.

2.3. Organizational Commitment

Having a commitment to an organization is a form of the emergence of employee behavior towards work owned by someone. Commitment is one form of identification which state of employees who favor a particular organization and its goals and desires to maintain membership of the 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 there is a high determination of an employee 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 as a member of a particular organization; the desire to try hard according to 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 continued success and progress (Luthans, 2005). Along with the development of the theory of organizational commitment, referring to (Allen & Meyer, 1990) who put forward the definition of commitment in organizing into a psychological construct that is characteristic of the relationship of organizational members with the organization and has implications for individual decisions to continue their membership in the organization. Organizational commitment provides a reflection of the members of an organization that gives loyalty and contributes to the organization. Based on the theory explained above, it can be concluded that organizational commitment tends to express the feelings possessed by employees who provide a picture as a form of desires, needs and responsibilities from employees towards the organization.

2.4. Relationship of Transformational Leadership Dimension and Job Satisfaction

Transformation leadership enables employees to have an ideal effect and motivates employees by showing inspiring leaders. Additional intellectual stimulus from leaders by providing encouragement and assistance in solving obstacles faced by employees as a good form of mentor in the transformation process that aims to achieve the vision of the organization (Sudiyono, Fikri, et al., 2020). In transformational leadership employees are able to provide an assessment of perceived satisfaction when leaders are 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 researches found evidence that transformational leadership has a high effect on job satisfaction (Darmawan&Putri, 2017; Ling &Ibrahim, 2013; Mohamad, 2012). It can be seen based on the theory put forward by (Bass &Avolio, 2000) which states transformational leadership as a process of achieving the desires of the organization by one of them providing direction to increase employee confidence even giving attention to employees in the process of directing the employee. So, it can be said that when a leader is able to inform his employees properly, job satisfaction will be felt by employees. Based on some previous findings as well as an explanation based on a predetermined theory, the researcher makes the hypothesis that:

H1a: It is suspected that the transformational leadership dimension of idealized effect has a positive and significant effect on job satisfaction of lecturers in private university in Tangerang.

H1b: It is suspected that the transformational leadership dimension of inspirational motivation has a positive and significant effect on job satisfaction of lecturers at private university in Tangerang.

H1c: It is suspected that the transformational leadership dimension of intellectual stimulation has a positive and significant effect on job satisfaction of lecturers in private university in Tangerang.

H1d: It is suspected that the transformational leadership of the individualized consideration dimension has a positive and significant effect on job satisfaction of lecturers in private university in Tangerang.

2.5. Relationship of Transformational Leadership Dimensions and Organizational Commitment

The success of transformational leadership in organizations can be assessed based on the level of organizational commitment of employees in it (Boamah et al., 2018). Many previous researches have proven that transformational leadership focused on managerial and executive levels can provide committed behavior by the employees (Ling & Ibrahim, 2013). In connection with the theory explained by (Kreitner&Kinicki, 2014) regarding the stages of the transformation process, the results phase shows a form of personal commitment to the leaders and vision and organizational commitment. This is also in line with the results of previous research which states that transformational leadership can increase organizational commitment. Kreitner&Kinicki (2013) also explained that employees who were committed showed an attitude of acceptance towards 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 the leaders when transforming the vision and attracting employees to immediately contribute to the achievement of the organization so that employees are committed to carry out the tasks that have been mandated. Based on some previous findings as well as an explanation based on a predetermined theory, the researcher makes the hypothesis that:

H2a: It is suspected that the transformational leadership dimension of idealized effect has a positive and significant effect on organizational commitment of lecturers in private university in Tangerang.

H2b: It is suspected that the transformational leadership dimension of inspirational motivation has a positive and significant effect on the organizational commitment of lecturers at private university in Tangerang.

H2c: It is suspected that the transformational leadership dimension of intellectual stimulation has a positive and significant effect on the organizational commitment of lecturers in private university in Tangerang.

H2d: It is suspected that the transformational leadership of the individualized consideration dimension has a positive and significant effect on the organizational commitment of lecturers in private university in Tangerang.

2.6. Relationship between Job Satisfaction and Organizational Commitment

Previous research 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; ibulibrk 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 of success in carrying out his work, extrinsic satisfaction in the form of an appropriate reward obtained for the work carried even the satisfaction obtained for the work environment that supports the employee in carry out his work. Based on some previous findings as well as an explanation based on a predetermined theory, the researcher makes the hypothesis that:

H3: It is suspected that job satisfaction has a positive and significant effect on the organizational commitment of lecturers in private university in Tangerang.

2.7. Relationship of Transformational Leadership Dimensions and Organizational Commitment through Job Satisfaction as Mediation

The increasing organizational commitment to employees is supported through a feeling of satisfaction when employees see the leader is able to become someone who succeeded in convincing its members in transforming the organization's vision. Some of these researches have proven that there is a mediating effect on 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), proving that job satisfaction is able to be a mediation of transformational leadership on organizational commitment. Based on some previous findings as well as an explanation based on a predetermined theory, the researcher makes the hypothesis that:

H4: It is suspected that the transformational leadership dimension of idealized effect has a positive and significant effect on organizational commitment through mediating job satisfaction of lecturers at private university in Tangerang.

H5: It is suspected that the transformational leadership dimension of inspirational motivation has a positive and significant effect on organizational commitment through mediating job satisfaction of lecturers at private university in Tangerang.

H6: It is suspected that the transformational leadership dimension of intellectual stimulation has a positive and significant effect on organizational commitment through mediating job satisfaction of lecturers at private university in Tangerang.

H7: It is suspected that the transformational leadership of the individualized consideration dimension has a positive and significant effect on organizational commitment through mediating job satisfaction of lecturers at private university in Tangerang.

2.8. Research Framework

According to (Sekaran&Bougie, 2003) every research project must be based on a theoretical framework that is scientific and rational, because only from the theoretical framework then can be arranged hypotheses which can be tested to find out whether the formulated theory is valid or not. Furthermore, it can be measured with proper statistical analysis. Referring to the theory and previous 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 researcher builds this research model as in Figure 1:

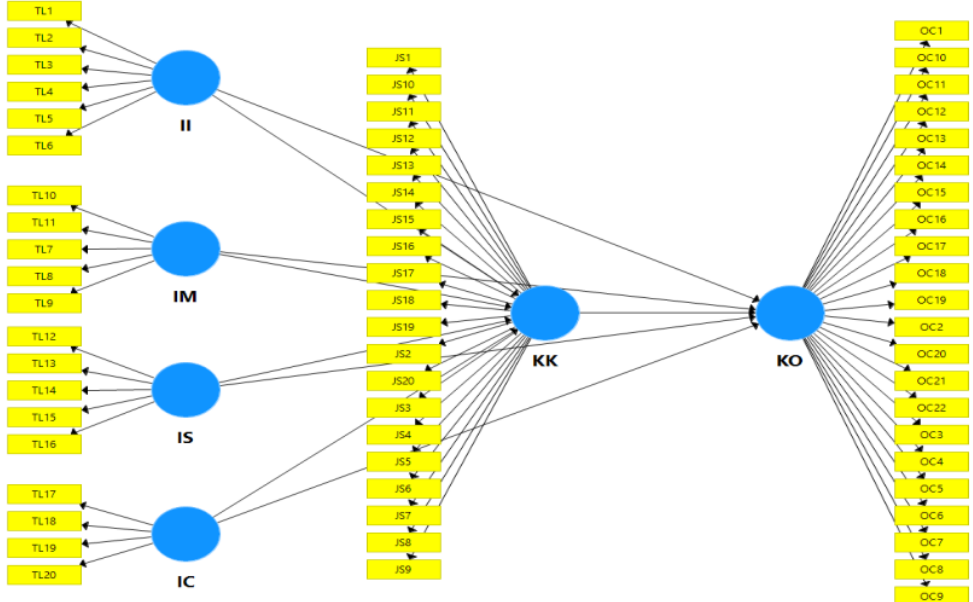


Figure 1. Research Model

III. METHODS

3.1. Definitions of Operational Variables and Indicators

The method used in this research is quantitative method. Data was collected by distributing questionnaires to all lecturers in one private university in Tangerang. The instrument used to measure transformational leadership was adapted (Bass & Avolio, 2000) using 20 items (TL1-TL20), that is the dimension of dealizedeffect 6 items (TL1-TL6), the inspirational motivation dimension of 5 items (TL7-TL11), the intellectual dimension stimulation 5 items (TL12-TL16) and individualized consideration dimensions 4 items (TL17-TL20). Job satisfaction was adapted from (Weiss et al., 1967) using 20 items (JS1-JS20). Meanwhile, organizational commitment was adapted from (Meyer & Allen, 1991) using 22 items (OC1-OC22). A list of items for all variables can be seen in the appendix. The questionnaire was designed closed except for questions / statements about the identity of respondents in the form of a semi-open questionnaire. Each closed question / statement item is given five answer options i.e. 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 PLS and using SmartPLS3.0. software version as a tool.

3.2. Population and Sample

The population in this research was lecturers in one private university in Tangerang, which totaled 151 people. The questionnaire was distributed by simple random sampling technique. The returned and valid questionnaire results were 102 people as samples (67.55 percent of the population).

IV. RESULTS AND DISCUSSION

4.1. Description of Sample

Tabel 1. Sample Descriptive Information

Criteria	Amount	%
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Age (per October 2019)	< 30 years	35	34.3%
	30 - 40 years	10	9.8%
	> 40 years	57	55.9%
Work Period	< 5 years	23	22.6%
	5-10 years	61	59.8%
	> 10 years	18	17.6%
Highest Education	Magister degree	95	93.1%
	Doctoral degree	7	6.9%

3.

4.2. Test Results on Validity and Reliability of Research Indicators

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

4.2.1. Convergent Validity Testing

Convergent validity test is done by looking at the loading factor value of each indicator to the construct. For most references, a factor weight of 0.5 or more is considered to have validation that is strong enough to explain latent constructs (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this research the minimum limit on the size of the loading factor received was 0.5, with the requirement that the AVE value of each construct > 0.5 (Ghozali, 2014). Based on the results of SmartPLS 3.0 processing and after issuing indicators or items that do not meet the requirements, as the results are shown in Figure 2, then now all indicators have a loading factor value above 0.5. Thus, the convergent validity of this research model has fulfilled the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in the following Table 2:

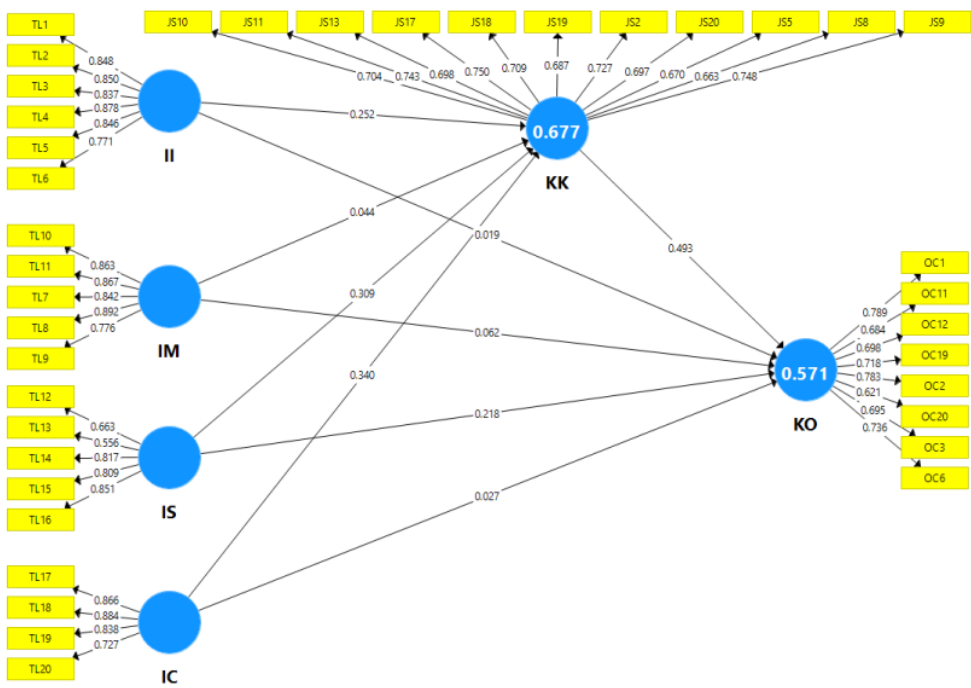


Figure 2. ValidResearch Model

Tabel 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 (TL)	IdealizedEffect (IE)	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			
Job Satisfaction (JS)		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 (OC)	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			

4.2.2. Discriminant Validity Testing

Discriminant validity testing is carried out to ensure that each concept of each latent variable is different from the 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 the construct and the other construct (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing using AVE squared values are by looking at the Fornell-Larcker Criterion Value obtained as follows:

Table 3. Discriminant Validity

Variables	IC	IE	IM	IS	JS	OC
IndividualizedConsideration (IC)	0.831					
IdealizedEffect (IE)	0.510	0.839				
InspirationalMotivation (IM)	0.710	0.720	0.849			
IntellectualStimulation (IS)	0.724	0.666	0.746	0.748		
Job Satisfaction (JS)	0.623	0.663	0.226	0.613	0.709	
Organizational Commitment (OC)	0.595	0.550	0.609	0.689	0.235	0.717

Table 4. Collinearity Statistics (VIF)

Variables	Job Satisfaction (JS)	Organizational Commitment (OC)
IndividualizedConsideration (IC)	2.475	2.832
IdealizedEffect (IE)	2.290	2.487
InspirationalMotivation (IM)	3.324	3.330
IntellectualStimulation (IS)	3.007	3.303
Job Satisfaction (JS)		3.096

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

Next, collinearity evaluation is carried out to find out whether there is collinearity in the model. To find collinearity, VIF calculation is needed for 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 does not have collinearity.

4.2.3. Construct Reliability Testing

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

4.3.Hypotheses Testing

Hypothesis testing in PLS is also called the inner model test. This test includes a test of the significance of direct and indirect effects and measurement of the magnitude of the effect of exogenous variables on endogenous variables. To determine the effect of the transformational leadership dimensions on organizational commitment mediated by job satisfaction requires a test of direct and indirect effect. The effect test is carried out using the t-statistic test in the partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as in the table below:

Table 5. R Square Value

	R Square	R Square Adjusted
Job Satisfaction (JS)	0.677	0.669
Organizational Commitment (OC)	0.571	0.558

Table 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1a	IE ->JS	0.252	0.078	3.233	0.001	Supported
H1b	IM ->JS	0.044	0.083	0.553	0.594	Not Supported
H1c	IS ->JS	0.309	0.077	3.994	0.000	Supported
H1d	IC ->JS	0.340	0.074	4.601	0.000	Supported
H2a	IE ->OC	0.019	0.083	0.235	0.814	Not Supported

H2b	IM ->OC	0.062	0.107	0.583	0.560	Not Supported
H2c	IS ->OC	0.218	0.099	3.194	0.029	Supported
H2d	IC ->OC	0.027	0.101	0.266	0.791	Not Supported
H3	JS ->OC	0.493	0.089	5.529	0.000	Supported
H4	IE ->JS ->OC	0.124	0.043	2.873	0.004	Supported
H5	IM ->JS ->OC	0.022	0.043	0.511	0.610	Not Supported
H6	IS ->JS ->OC	0.152	0.047	3.250	0.001	Supported
H7	IC ->JS ->OC	0.167	0.046	3.657	0.000	Supported

Based on Table 5 above, the R Square value of job satisfaction (JS) is 0.677 which means that the variable Job Satisfaction (JS) 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 (OC) 0.571 which means that the variable of organizational commitment (OC) can be explained by the variables of job satisfaction (JS) and the four dimensions of transformational leadership by 57.1%, while the remaining 42.9% is explained by other variables that are not discussed in this research. While Table 6 displays the T Statistics and P-Values which show the effect between the mentioned research variables.

4.4. Discussions

4.4.1. Effect of Transformational Leadership Dimensions on Job Satisfaction

Based on the test results and summaries in Table 6, this research concludes that transformational leadership on the dimensions of idealized effect (IE), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on job satisfaction (JS), except inspirational dimensions motivation (IM). So H1a, H1c and H1d are accepted (proven), but H1b is rejected (not proven). The results of this research support the conclusions of previous researches (Ölçer, 2015; Yuniarti&Mughtar, 2016). It is stated that the three dimensions of transformational leadership that is idealized effect, intellectual stimulation and individualized consideration have a positive and significant effect on workplace wellbeing (Yuniarti&Mughtar, 2016). In general, evidence is found 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).

4.4.2. Effect of Transformational Leadership Dimensions on Organizational Commitment

Based on the test results and summaries in Table 6, this research concludes that the transformational leadership dimensions of idealized effect (IE), inspirational motivation (IM) and individualized consideration (IC) have no significant effect on organizational commitment (OC), except the intellectual stimulation dimension (IS). Thus, the H2a, H2b and H2d hypotheses are rejected (not proven), but the H2c hypothesis is

accepted (proven). It can be concluded that the notion in this research regarding transformational leadership has a positive and significant effect on organizational commitment has been proven. This makes it clear that the organizational commitment of an employee can be increased based on the presence of transformational leadership elements. The results of this research are supported based on findings from previous researches where the dimensions of transformational leadership have an effect on organizational commitment (Ölçer, 2015; Yuniarti&Mughtar, 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., 2020; Waruwu et al., 2020; Yanthy et al., 2020).

4.4.3. Effect of Job Satisfaction on Organizational Commitment

Based on the test results and the summary is in Table 6, this research concludes that job satisfaction (JS) has a positive and significant effect on organizational commitment (OC). This is evidenced by the value of t-statistics (JS -> OC) 5.529, greater than 1.96. It is also proved by the p-value 0.000, smaller than 0.05. This means that the H3 hypothesis is accepted (proven). The results of the current research are supported by previous researches conducted by (Bayarçelik&Findikli, 2016; Lambert et al., 2019). Likewise other researchers who prove the same thing (Beshlideh et al., 2018; ibulibrk et al., 2018; Hazriyanto& Ibrahim, 2019; Musringudin et al., 2017; Soomro& Shah, 2019).

4.4.4. The Role of Job Satisfaction Mediation in the Relationship Dimensions of Transformational Leadership towards Organizational Commitment

Based on the test results and summaries in Table 6, this research concludes that the transformational leadership dimensions of idealized effect (IE), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on organizational commitment through job satisfaction (JS) as a mediator. So, hypotheses H4, H6 and H7 are accepted (proven), but the transformational leadership variable inspirational motivation (IM) does not significantly effectthe organizational commitment (OC) through job satisfaction (JS) as a mediator. So, hypothesis H5 is rejected (not proven). Then it can be concluded that the notion in this research regarding the effect of the mediating role of job satisfaction on the relationship of transformational leadership to organizational commitment has a positive and significant effect has been proven on the dimensions of idealized effect, intellectual stimulation and individualized consideration. The results of the current research findings are supported by the findings of several previous researches such as research conducted by (Darmawan&Putri, 2017) and (Mohamad, 2012).

V. CONCLUSIONS

Based on the results of data analysis through a questionnaire distributed to respondents, several conclusions were found as follows: First, the dimensions of transformational leadership: idealized effect (IE), intellectual stimulation (IS) and individualized consideration (IC) have a positive and significant effect on job satisfaction (JS), except the inspirational motivation (IM) dimension. Second, the dimensions of transformational leadership: idealized effect (IE), inspirational motivation (IM) and individualized consideration (IC) have no significant effect on organizational commitment (OC), except the dimension of intellectual stimulation (IS). Third, job satisfaction (JS) has a positive and significant effect on organizational commitment (OC). Fourth, job satisfaction (JS) mediates the relationship of idealized effect (IE), intellectual stimulation (IS) and individualized consideration (IC) dimensions to organizational commitment (OC), but job satisfaction (JS) does not mediate the relationship of inspirational motivation (IM) and organizational commitment (OC).

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Appendix:
List of Variables and Items

Variables	Dimension	Items	Items Description	References
Organizational Justice	Distributive justice	OJ1	Get rewarded as a form organizational responsibility for the work I do.	(Moorman, 1991)
		OJ2	Get rewarded fairly based work experience that I did.	
		OJ3	Get fair compensation for the amount the effort that I do for the organization.	

- Procedural Justice
 - OJ4 Get fair rewards for work that I have done well.
 - OJ5 Get reward according to need fairly for the work pressure faced.
 - OJ6 Procedure designed to collect accurate information needed to make a decision.
 - OJ7 Procedures are designed to provide the opportunity to appeal or challenge a decision.
 - OJ8 Procedures are designed for all parties influenced by the decision represented.
 - OJ9 Procedures are designed to produce standards so that decisions can be made consistently.
 - OJ10 The procedure is designed to hear the concerns of all parties affected by the decision.
 - OJ11 Procedures are designed to provide useful feedback about decisions and their implementation.
 - OJ12 Procedures are designed to allow requests for clarification or additional information regarding decisions made.
- Interactional Justice
 - OJ13 The leader appreciates the point of view you have.

Transformational IdealizedEffect
Leadership

- OJ14 Leaders are able to suppress personal bias
- OJ15 Leaders take the time to just provide feedback about something to be discussed and its implications.
- OJ16 The leader treats you well and thoughtfully.
- OJ17 The leader shows concern for your rights as an employee.
- OJ18 Leaders take steps to make decisions in the right way.
- TL1 My leader has confidence in good future about this organization. (Bass & Avolio, 2000)
- TL2 My leader wants to jump in to help when organization in difficult circumstances.
- TL3 My leader is a man upholds organizational values.
- TL4 My leader has a clear vision and mission of this organization.
- TL5 My leader has a high commitment in advancing this organization.
- TL6 My leader is proud of the para employee.
- TL7 The leader is able to inspire me.
- TL8 The leader encouraged me to continue achievement
- TL9 A leader is someone who is optimistic

InspirationalMotivation

		TL10	Leaders are able to arouse employee morale when working	
		TL11	My leader is an example.	
	IntellectualStimulation	TL12	The leader encouraged me to think out of ability (out of the box)	
		TL13	The leader supports me taking it job risk	
		TL14	The leaderencouraged me to be creativeat work	
		TL15	Leadership behavior makes me comfortableat work	
		TL16	The leader encouraged me to learn new things	
	IndividualizedConsideration	TL17	The leader knows my abilities at work	
		TL18	The leader gave encouragement to I'm at work	
		TL19	The leader gave an example of a job that I did not understand	
		TL20	The leader is someone who wants to listen to criticism / suggestions from employees.	
Job Satisfaction	Intrinsic satisfaction	JS1	I had the opportunity to work accordingly ability (Weiss et al., 1967)	
		JS2	I feel an achievement when work well	
		JS3	Work is a daily activitykeep busy	
		JS4	I have the opportunity to manage what others have to do	

	JS5	I have a chance to try something method of doing work
	JS6	I have the opportunity to work on it work independently
	JS7	I do the appropriate job with conscience
	JS8	I am responsible for self-assessment
	JS9	I feel comfortable working with certainty
	JS10	I have the opportunity to do something for someone else
	JS11	I have the opportunity to be someone in the work environment
	JS12	I have the opportunity to do different things from time to time
Extrinsic satisfaction	JS13	I have the opportunity to get things that support the progress of work
	JS14	I am able to practice policy which is applied at work
	JS15	The salary I received is in accordance with occupation
	JS16	I get praise when finish a good job
	JS17	The leader gives good attention to employees
	JS18	Leaders are able to make decisions well
General Satisfaction	JS19	Relationships with colleagues are good

Organizational Commitment	Affective Commitment	JS20	I feel comfortable with the conditions of my profession	
		OC1	I am happy to spend the rest of my career in this organization	(Meyer & Allen, 1991)
		OC2	I am happy to share my place of work with others	
		OC3	Problems in this organization are part of my problem.	
		OC4	I think to be easily attached to other organizations as easily as a career now	
		OC5	I feel that I am not part of this organization's extended family	
		OC6	I feel emotionally attached to this organization	
		OC7	This organization has many personal meanings for me	
		OC8	I do not feel a strong sense of belonging to this organization	
		OC9	I am not afraid of what will happen if I quit my job without thinking about anything else.	
		OC10	Even though I wanted to, it was hard for me to leave this organization.	
		OC11	Too many things will interfere when I decided to leave the organization at this time.	
OC12	I didn't lose too much when leaving this organization			

Commitment
Continuation

to

- Normative Commitment
- OC13 Work in this organization is the necessities of my life
 - OC14 At the moment I feel that I have little choice to consider leaving this organization.
 - OC15 One of the serious consequences of leaving this organization is the scarcity of available alternatives.
 - OC16 One of the reasons I stayed in this organization was the difficulty in finding suitable employment from other organizations.
 - OC17 I feel that other people are easy to move from one organization to another.
 - OC18 I am not sure when a person must always be loyal to his organization.
 - OC19 It is unethical for me when someone is pursuing a career by jumping from one organization to another.
 - OC20 One of the main reasons I keep working for organizations namely trust, loyalty is a moral obligation to survive.
 - OC21 Even though I get a better job offer elsewhere, leaving the organization is not right now.
 - OC22 I feel there must be

a strong value to
stay loyal to the
organization.

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