

THE ROLE OF WORK SATISFACTION MEDIATED THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN TUGU BALI HOTEL

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ABSTRACT : The purpose of this study was to analyze the effect of transformational leadership on organizational commitment with job satisfaction as a mediating variable. This research was conducted at the Tugu Hotel in Bali. The sample used was 74 employees. The analysis technique used is the path analysis technique. The results in this study are 1) transformational leadership has a positive and significant effect on organizational commitment, 2) transformational leadership has a positive and significant effect on job satisfaction, 3) job satisfaction has a positive and significant effect on organizational commitment, 4) job satisfaction can mediate the influence of transformational leadership towards organizational commitment.

KEYWORDS: *Transformational Leadership, Job Satisfaction, Organizational Commitment*

I. INTRODUCTION

Bali has a variety of natural, cultural, cultural and artistic potentials that can be used as capital to develop its tourism sector (Prayogi, 2011). Tourism in Bali is one of the supporting pillars that become the country's economic power so that a lot of workers are absorbed in the tourism industry. Companies that compete in the tourism business one of which is the hospitality accommodation industry. Human resources are the main milestone that serves to support the development of the company (Utamajaya and Sriathi, 2015). Companies need to maintain their resources, one way is to increase employee organizational commitment to the company (Ramadan and Mujiati, 2017).

Organizational commitment is based on individual trust in organizational values, individual willingness to realize organizational goals, and loyalty to remain part of the organization (Sentana and Surya, 2017). This research was conducted at one of the hospitality accommodation service companies, namely the Tugu Hotel in Bali, which is located at PantaiBolongstreet, Canggu Village, North Kuta, Badung Regency, Bali (80361).

Crow et al., (2012) state that low organizational commitment can be correlated with work-related attitudes and negative behaviors, such as the desire to change work, work deviations, and high absenteeism. The pre-survey conducted at the Tugu Bali hotel involved 10 employees. Based on the results of interviews with employees found indications that indicate low organizational commitment of employees. These indications can be known when employees say they are willing to leave the company if they are offered to work in a new place. Some employees also said that they were not interested in a career in this organization because they considered this organization only as a place to find experience that could later be used to seek higher positions in other companies. The statement shows the low organizational commitment of employees.

Indications of the problem of the low organizational commitment of employees at the Tugu Bali Hotel are also seen from data on the number of employees leaving. Novriyadi& Riana, (2015) if organizational commitment is low, employee loyalty to the company will also be low, this will have an impact on increasing the desire of employees not to maintain their membership in the company.

Table 1.1 Data on the Number of Employees at the Tugu Bali Hotel who have stopped working for the period of 2015-2018

Year	Number of employees at the beginning of the year (person)	Number of Outgoing Employees (person)
2015	80	14
2016	76	17
2017	74	15
2018	72	11

Source: HRD Tugu Hotel Bali, 2019

Based on the results of the interview, the thing that made the company dismiss employees was one of them because the employees were found cheating in the form of theft which certainly violated the honesty and transparency values upheld by the hotel. While the reasons for resignation, based on the results of interviews with 2 employees who previously worked at the Front Office who have now stopped working at the Tugu Hotel Bali, including employees being accepted to work elsewhere, employees receive a higher offer of compensation in the same place. new, employees feel their position was not in accordance with the expertise they have, employees feel the workload received is too heavy and not in accordance with the compensation given. Some of the reasons these employees indicate low organizational commitment.

Transformational leadership acts as an important predictor that can increase employee organizational commitment because transformational leadership is a leadership style that treats subordinates like work partners and considers them as adults in understanding and carrying out a job (Yukl, 2010)

Problems related to transformational leadership are employees saying that leaders are less helpful in developing employee capabilities and tend to find fault with employees, so employees feel reluctant to express their ideas that can be taken into consideration in decision making, and are reluctant to do work to the maximum because they feel unappreciated. In addition, the lack of involvement of managers in directly monitoring the work of employees and managers tend to only govern without giving enthusiasm and motivation to workers to complete their work so that employees are often not able to complete tasks optimally.

Job satisfaction has a close relationship and is the first aspect that must be achieved before an employee feels committed to the organization. So as to increase the influence of transformational leadership on organizational commitment, employee job satisfaction has an important mediating role in the relationship between transformational leadership and organizational commitment. Sinambela (2012: 225), someone who is satisfied with his work will have a desire to be loyal to the organization so that he will commit to stay in the organization.

Darmawan and Putri, (2017) stated that job satisfaction acts as a mediator in the influence between transformational leadership and organizational commitment. There is a research gap from the study of Widjaja et al., (2016) which suggests that job satisfaction does not have a significant influence as an intervening variable between transformational leadership and organizational commitment.

Based on the results of interviews with 10 employees working at the Tugu Bali hotel, it was found that there were problems related to job satisfaction. The lack of job satisfaction felt by employees is due to the lack of opportunities for employees to promote positions, salaries that should be given often experience delays and the benefits received by employees are deemed not in accordance with the workload being done. Inappropriate rewards make employees feel lazy to work, employees break beyond the time limit they should, and employees often arrive late during work, so there is no employee enthusiasm for work so job satisfaction will decrease and employees also tend to have a low commitment to the company.

II. LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS

The success of an organization in achieving its goals depends very much on how a leader adopts the right leadership style in directing his subordinates so that it can influence commitment (Voon et al., 2011). Research by Bhaskara and Subudi (2019), Sari (2017), Jain and Taranjeet (2016), Kesuma and Supartha (2016), Njorge et al., (2015), Selamat et al., (2013) found the results that transformational leadership has positive and significant effect on organizational commitment. Based on the description above, then the hypothesis can be made as follows:

H1: Transformational leadership has a positive and significant effect on organizational commitment

Transformational leaders have the ability to motivate employees and create pleasant relationships between superiors and subordinates. With the increasingly close relationship between superiors and subordinates will make subordinates more satisfied with their work. Research from Kesuma and Supartha (2016), Susastra and Subudi (2016), Andreani and Petrik (2016), Putra and Supartha (2016), Dewi and Subudi, (2015), Wilanda (2014), Athanasios and Belias (2014), Suryanatha and Ardana, (2014) found that transformational leadership had a positive and significant effect on job satisfaction. Based on the description above, then the hypothesis can be made as follows:

H2: Transformational leadership has a positive and significant effect on job satisfaction.

Workers who are satisfied with their work tend to work optimally and will maintain membership in the organization. This means that if employees feel satisfied with their work, employees will be committed and reluctant to move to other organizations. The higher the satisfaction felt by the employee, the greater the commitment the employee has towards the organization. Research by Suadnyani and Netra (2018), Saputra and Wibawa, (2018), Tentama and Pranungsari (2016), Wardhaniet *al.*, (2015), Puspitawati and Riana (2014), Karakuset *al.*, (2014) found results that satisfaction work has a positive and significant effect on organizational commitment. Based on the description above, then the hypothesis can be made as follows:

H3: Job satisfaction has a positive and significant effect on organizational commitment

To enhance the role of transformational leadership on organizational commitment, employees must feel satisfied first. Creating employee job satisfaction is one way to increase employee organizational commitment. Job satisfaction also acts as a mediation between the relationship of transformational leadership with organizational commitment of employees. Research by Bhaskara and Subudi (2019), Darmawan and Putri (2017), Sari, *et al.*,(2017), Wilanda, (2014) found the results that job satisfaction is able to mediate the relationship between transformational leadership and organizational commitment. Based on the description above, then the hypothesis can be made as follows:

H4: Job satisfaction is able to mediate the effects of transformational leadership on organizational commitment.

III. METHOD

This study uses a questionnaire as a research instrument used to collect primary data. The population in this study were all employees working at Tugu Hotel in Bali as many as 74 employees. The sample used in this study is that all employees of Tugu Bali Hotel are 74 employees. The sampling method used in this study is the saturation sampling method. Data analysis technique used was the path analysis technique.

IV. RESULT AND DISCUSSION

A. Description of Research Variables

Describing the responses of respondents regarding the variables in the study is done by classifying the average score of the respondents' answers on the measurement scale that has been set into five categories.

Table 4.1 Measurement Criteria Description of Research Variables.

No.	Scale of Measurement	Transformational leadership	Organizational Commitment	Job satisfaction
1	1,00 – 1,80	Very Poorly	Very Low	Very Dissatisfied
2	1,81 – 2,60	Poorly	Low	Dissatisfied
3	2,61 – 3,40	Passably	High Enough	Quite Satisfied
4	3,41 – 4,20	Well	High	Satisfied
5	4,21 – 5,00	Very Well	Very High	Very Satisfied

Table 4.2 Description of Respondents' Responses to Organizational Commitments

No	Statement	Proportion of Respondents' Answers (people)					Average	Criteria
		1	2	3	4	5		
1	I feel that I own this company	8	11	14	28	13	3.36	High Enough
2	I feel an emotional attachment to this company	9	12	10	32	11	3.32	High Enough
3	I feel proud to be a part of this company	2	17	19	27	9	3.32	High Enough
4	I am very disadvantaged when I leave this company	10	11	12	20	21	3.42	High
5	I would have a hard time to getting a new job with an income like now	9	10	14	29	12	3.34	High Enough
6	I feel I have the best opportunity working at this company	8	13	9	36	8	3.31	High Enough
7	I am willing to be involved in various activities of this company	0	19	18	30	7	3.34	High Enough
8	I have the desire to have a longer career at this company	7	14	13	23	17	3.39	High Enough
9	I have the loyalty to stay in this company	0	20	9	33	12	3.50	High
Average							3.37	High Enough

Source: Primary data processed, 2019

Table 4.3 Description of Respondents' Responses to Transformational Leadership

No	Statement	Proportion of Respondents' Answers (people)					Average	Criteria
		1	2	3	4	5		
1	The leader has given full trust in the task given to me	0	16	19	30	9	3.43	Well
2	The leader was able to motivate me to stay motivated to work	7	13	10	38	6	3.31	Passably
3	The leader gives me the opportunity to provide ideas or input	3	9	17	37	8	3.51	Well
4	Leaders pay attention in developing employee careers	7	9	20	23	15	3.41	Well
Average							3.42	Well

Source: Primary data processed, 2019

Table 4.4 Description of Respondents' Responses to Job Satisfaction

No	Statement	Proportion of Respondents' Answers (people)					Average	Criteria
		1	2	3	4	5		
1	The work assigned to me is in accordance with my expertise	7	9	15	38	5	3.34	Quite Satisfied

2	The salary I received was in accordance with the workload provided	6	13	12	35	8	3.35	Quite Satisfied
3	There are opportunities given to me to get promotional opportunities	6	12	18	29	9	3.31	Quite Satisfied
4	Bosses are fair to all employees	5	12	17	28	12	3.41	Satisfied
5	My cooperative relationship with my fellow employees is already well involved	10	11	20	21	12	3.19	Quite Satisfied
Average							3.32	CukupPuas

Source: Primary data processed, 2019

B. Path Analysis

Table 4.5 Results of Path Analysis in Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.708	0.318		2.228	0.029
KepemimpinanTransfo rmasional	0.764	0.090	0.709	8.540	0.000
R ² : 0,503					

Source: Primary data processed, 2019

Based on the results of the path analysis in Table 4.5, the structural equation that can be formed is as follows.

$$M = \beta_1 X + e_1$$

$$M = 0.709X + e_1$$

The transformational leadership variable has a beta value on standardized coefficients of 0.709 and a significance value of 0.000 which is less than 0.05, this means that transformational leadership has a positive and significant effect on job satisfaction. This means that if transformational leadership increases, job satisfaction will increase.

Table 4.6 Results of Path Analysis in Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.370	0.294		1.259	0.212
KepemimpinanTransfo rmasional	0.350	0.114	0.318	3.080	0.003
Kepuasankerja	0.543	0.106	0.531	5.144	0.000
R ² : 0.624					

Source: Primary data processed, 2019

The transformational leadership variable has a beta value on standardized coefficients of 0.318 and a significance value of 0.003 which is less than 0.05, this means that transformational leadership has a positive and significant effect on organizational commitment. This means that if transformational leadership increases, organizational commitment will increase.

The variable job satisfaction has a beta value on standardized coefficients of 0.531 and a significance value of 0.000 which is less than 0.05, this means that job satisfaction has a positive and significant effect on organizational commitment, this means that when job satisfaction increases, organizational commitment will increase.

Test the Variable Error (e) and Determination Coefficient (R²m)

In this test, the values of each determination coefficient for structure 1 and structure 2 will be seen as well as the value of each error variable in each structure with the aim of preparing the final path diagram model. Following are the results of calculating the error variable values in each structure.

$$e_i = \sqrt{1 - R_i^2}$$

$$e_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,503} = 0,705$$

$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,624} = 0,613$$

In the calculation of the effect of error (e) we get the results for the effect of structural error 1 (e1) of 0.705 and the effect of structural error 2 (e2) of 0.613. Next the total determination coefficient will be calculated as follows:

$$R^2_m = 1 - (e_1)^2 - (e_2)^2$$

$$= 1 - (0,705)^2 - (0,613)^2$$

$$= 1 - (0,497) - (0,376)$$

$$= 1 - 0,873 = 0,127$$

The coefficient of total determination of 0.813 means that 81.3 percent of the information contained can be explained with the model made or in other words 81.3 percent of the variable organizational commitment on Tugu Bali Hotel employees is influenced by transformational leadership, and job satisfaction, while the remaining 18.7 percent is explained by other variables outside the model.

Table 4.7 Direct influence, Indirectinfluence of Transformational Leadership (X), On Job Satisfaction (M) and Organizational Commitment (Y).

Influence of variables	Direct influence	Indirect influence through M	Total Influence
X→M	0,709		0,709
M→Y	0,531		0,531
X→Y	0,318	0,376	0,694

Source: Primary data processed, 2019

C. Classical Assumption Test

Table 4.8 Normality Test (Kolmogorov-Smirnov One-Sample)

Equation	Kolmogorov-Smirnov Z
Substructure 1	0,115
Substructure 2	0,152

Source: Primary data processed, 2019

Table 4.9 Multicollinearity Test (Tolerance and Variance Inflation Factor)

Model	Collinearity Statistics	
	Tolerance	VIF
Substructure 2	0.497	2.013
Transformational leadership	0.497	2.013
Job satisfaction	0.497	2.013

Source: Primary data processed, 2019

Table 4.10 Heteroscedasticity Test (Glesjer Test) Coefficients (a)

Persamaan	Model	t	Sig.
Substruktur1	Transformational leadership	-0.793	0.430
Substruktur 2	Transformational leadership	0.185	0.854
	Job satisfaction	-0.408	0.684

Source: Primary data processed, 2019

V. HYPOTHESIS AND RESULT

1. The effect of transformational leadership on organizational commitment

In Structure 2, transformational leadership has a beta value of standardized coefficients of 0.318 and a significance value of 0.003, it can be said that H1 is accepted because the significance value is $0.003 < 0.05$. The conclusion is that transformational leadership has a positive and significant effect on organizational commitment, in other words if transformational leadership increases, organizational commitment of Tugu Bali Hotel employees will increase, so that the first hypothesis is accepted.

2. The Effect of Transformational Leadership on Job Satisfaction

In structure 1, transformational leadership has a beta value of standardized coefficients of 0.709 and a significance value of 0.000, so it can be said that H1 is accepted because the Sig. $0,000 < 0.05$. The conclusion is that transformational leadership has a positive and significant effect on job satisfaction, in other words the better transformational leadership is felt by employees, the more job satisfaction of Tugu Hotel Hotel employees. So the second hypothesis is accepted.

3. Effect of Job Satisfaction on Organizational Commitment

In Structure 2, job satisfaction has a beta value of standardized coefficients of 0.531 and Sig. equal to 0,000, then it can be said that H1 is accepted because the value of Sig. $0,000 < 0.05$. The conclusion is that job satisfaction has a positive and significant effect on organizational commitment, in other words if job satisfaction increases, the organizational commitment of Tugu Bali Hotel employees will increase. So the third hypothesis is accepted.

4. The effect of transformational leadership on organizational commitment by mediating job satisfaction

The sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable mediated by the mediator variable. The Sobel Test is formulated with the following equation and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a 95 percent confidence level), the mediator variable is assessed to significantly mediate the relationship between the dependent variable and the independent variable.

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}}$$

Note :

a =0,709

S_a= 0,090

b =0,531

S_b = 0,106

$$Z = \frac{0,709 \cdot 0,531}{\sqrt{(0,531^2 \cdot 0,090^2) + (0,709^2 \cdot 0,106^2) + (0,090^2 \cdot 0,106^2)}}$$

$$Z = \frac{0,376}{0,090}$$

$$Z = 4,203$$

Based on the Sobel Test results show that tabulation $Z = 4.203 > 1.96$, which means that job satisfaction has a significant positive effect as a mediating variable between the relationship of transformational leadership and organizational commitment of Tugu Hotel Hotel employees, so that job satisfaction is proven to act as a mediating variable in this research model , so the fourth hypothesis is accepted.

VI. CONCLUSION

Based on the research results obtained, some conclusions can be taken as follows :1) Transformational leadership has a positive and significant effect on the organizational commitment of Tugu Bali Hotel employees, so that the first hypothesis is accepted. This shows that the better transformational leadership is applied, the higher organizational commitment of Tugu Bali Hotel employees. 2) Transformational leadership has a positive and significant effect on job satisfaction of Tugu Bali Hotel employees, so the second hypothesis is accepted. This shows that the better the transformational leadership is applied, the higher job satisfaction of Tugu Hotel Hotel employees. 3) Job satisfaction has a positive and significant effect on the organizational commitment of Tugu Bali Hotel employees, so that the third hypothesis is accepted. This shows that the higher employee job satisfaction, the higher the organizational commitment of Tugu Bali Hotel employees. 4) Job satisfaction is able

to mediate the relationship between transformational leadership and organizational commitment of Tugu Bali Hotel employees, so that the fourth hypothesis is accepted. This shows that job satisfaction is a mediating variable between transformational leadership and organizational commitment or in other words job satisfaction is able to increase the influence of transformational leadership on organizational commitment at Tugu Bali Hotel employees.

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