

## The Effect of Transformational Leadership on Organizational Commitment Mediated by Work Engagement

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**ABSTRACT :** Maintaining commitment in employees can be shaped through the support of a company leader. The role of employees' attachment to work and their organization is triggered by the presence of a leader who can motivate and create an emotional bond between employees and their commitment to the company. This study aims to determine the effect of transformational leadership on organizational commitment mediated by work engagement. Sampling using Saturated Sampling Technique with 40 respondents. The results of this study indicate that Transformational Leadership has a positive and significant effect on Organizational Commitment; Transformational Leadership has a positive and significant effect on Work Engagement; Work Engagement has a positive and significant effect on Organizational Commitment; Work Engagement can positively and significantly mediate the Influence of Transformational Leadership on Organizational Commitment.

**KEYWORDS:** *Organizational Commitment, Transformational Leadership, Work Engagement.*

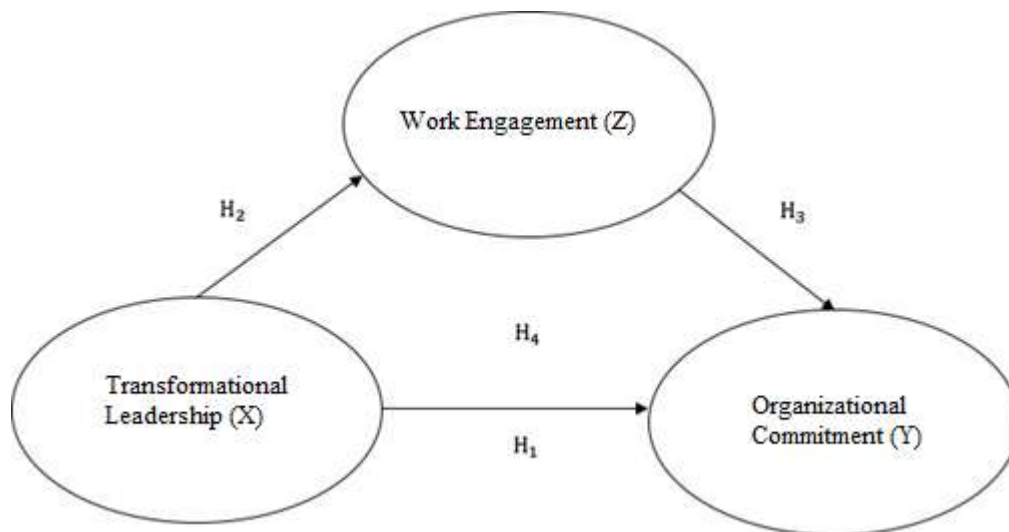
### I. INTRODUCTION

Problems related to human resources in an organization require attention because no matter how big the organization's capital is, the employees in the organization who ultimately run it. Organizations prefer to hire loyal and committed employees because these employees will devote their full ability to work. Commitment from employees is very important for the organization so that organizational activities can run effectively and efficiently. Organizational commitment is seen as one way of achieving the company's vision (Asbari et al., 2019). Based on the results of a survey conducted by Towers Watson in 2014 of 1000 employees in Indonesia from various levels of positions, it was stated that 66 percent of employees in Indonesia tend to leave the company where they work within two years, and only 34 percent of employees express the intention to stay in the company where they work now

Elatotagam (2017) proves that the correlation of transformational leadership and organizational commitment is categorized as strong. The leader's ability to properly implement the transformation process in carrying out job functions directly increases organizational commitment in the organization. De Lima Rua & Costa Araújo (2016) also confirmed that transformational leadership can increase organizational trust but has no influence on organizational commitment. Based on the results of this study, the researcher wanted to test this study by involving work engagement as a mediator between transformational leadership and organizational commitment. Mulyana (2019) states that the role of employees' work attachments to their work and organization is triggered by the presence of a leader who can motivate and create an emotional bond between employees and their commitment to the company. The concept of employee work engagement has been developing for a long time and is recognized as the main factor needed by companies to improve employee performance. Employees who are enthusiastic about their work can have a positive influence on the company (Decuyper & Schaufeli, 2020). One of the reasons for work engagement is a concept that is so popular because work engagement is a very good predictor for employees, teams, and organizations (Bakker & Albrecht, 2018). Transformational leadership has been associated with employee work engagement (Besieux et al., 2018).

Maintaining commitment in employees can be shaped through the support of company leaders. Malik et al. (2017) said that organizational growth and profitability depend on employee satisfaction and commitment, a significant result is shown by the presence of transformational leadership to create increased employee commitment. Employment engagement is people who involve themselves in the best interest of the organization, and it is related to meaning, safety, and availability. The relationship between leadership style and affective organizational commitment will be influenced by high employee work engagement. Therefore, employee work engagement acts as a partial mediator between transformational leadership and organizational commitment (Oudrey & Hartijasi, 2018)

This research was conducted at a marine tourism provider in Bali, Indonesia. Based on interviews with company owners, the decline in company performance began in 2014 as evidenced by the number of employees who resigned and lost their enthusiasm for work. Lack of emotional ties and obligations to employees proves that the lack of organizational commitment. Loss of commitment within an organization can be caused by differences in the way leaders manage the scope of the company. The role of leadership can affect the work engagement of employees in carrying out and being responsible for their obligations. Transformational leadership has been associated with employee work engagement because transformational leadership changes the mindset of individuals to achieve team and organizational goals. The influence of high work engagement reflects that a company has good governance which is directed by a leader so that it can create commitment. Transformational leadership includes developing a closer relationship between the leader and his subordinates, not just an agreement but more based on trust and commitment (Jangsiriwattana., 2019). According to Giovanni (2018) leadership is an important condition for employees to become more attached to the organization



**Fig. 1 Conceptual framework**

**Hypothesis:**

- H1: Transformational leadership has a positive and significant effect on organizational commitment
- H2: Transformational leadership has a positive and significant effect on work engagement.
- H3: Work engagement has a positive and significant effect on organizational commitment.
- H4: Work engagement significantly mediates transformational leadership on organizational commitment.

## II. RESEARCH METHODS

This research instrument is measured using a Likert Scale. The sample used is 40 people without involving company leaders because the variables examined in this study are the influence of Transformational Leadership. Then for the method of determining the sample using saturated sampling technique because all members of the population become respondents.

### Operational Definition of Variables

#### Organizational Commitment (Y)

Organizational commitment is an orientation towards the organization that connects or binds employee self-identification, as well as the desire to perform better in the work organization so that employees feel comfortable and love the organization. Three components of organizational commitment are indicators, namely: affective, normative, and continuance

#### Transformational Leadership (X)

Transformational leadership is a process that causes high motivation and commitment from employees to carry out their work. Four indicators can measure transformational leadership, namely: Idealized influence; Individualized consideration; Intellectual stimulation; Inspirational motivation

#### Work Engagement (Z)

Work Engagement is a condition where an employee works enthusiastically at his job and has a passion to work diligently with a high sense of desire. Schaufeli (2017) conceptualizes aspects of work engagement as measuring indicators, namely: Vigor; Absorption; Dedication

### III. RESULTS AND DISCUSSION

In this study, path analysis techniques are used to see the effect of the causal relationship of Transformational Leadership on Organizational Commitment. This study also examines the role of mediation, namely Work Engagement, in mediating the relationship between Transformational Leadership and Organizational Commitment.

**Table 1. Result of Path Analysis i**

Variable	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	B		
<b>Structure 1</b>					
Constant	1.175	0.400		2.938	0.006
Transformational Leadership	0.726	0.101	0.760	7.217	0.000
R <sup>2</sup> :0.578					
<b>Structure 2</b>					
Constant	0.838	0.397		2.112	0.041
Transformational Leadership	0.347	0.139	0.399	2.505	0.017
Work Engagement	0.391	0.145	0.429	2.690	0.011
R <sup>2</sup> :0.604					
Z =0.326 / 0.119 = 2.733					

In the calculation of the total determination coefficient value is 0.857, the conclusion is that 85.7 percent of the Organizational Commitment variable is influenced by Transformational Leadership and Work Engagement, while the remaining 14.3 percent is influenced by other factors that are not included in the research model or outside the research model. Transformational leadership has a Beta value of 0.399 and a Sig. of 0.017 (0.017 < 0.05). The conclusion is that Transformational Leadership has a positive and significant effect on Organizational Commitment in other words, the increase of Transformational Leadership, then Organizational Commitment. So that the **first hypothesis is accepted**. Transformational leadership has a Beta value of 0.760 and a Sig. equal to 0.000 (0.000 < 0.05). The conclusion is that Transformational Leadership has a positive and significant influence on Work Engagement, in other words, the increasing of Transformational Leadership, the more it will increase Work Engagement. So that the **second hypothesis is accepted**. Work Engagement has a Beta value of 0.429 and a Sig value. amounting to 0.011 (0.011 < 0.05). The conclusion is that Work Engagement has a positive and significant effect on Organizational Commitment, in other words, if Work Engagement increases, Organizational Commitment will increase. So that the **third hypothesis is accepted**. Sobel test shows that  $Z = 2.733 > 1.96$ , which means that the Transformational Leadership variable has a positive and significant effect on Organizational Commitment by mediating Work Engagement so that Work Engagement is a mediating variable for the effect of Transformational Leadership on Organizational Commitment so that the fourth hypothesis is accepted.

#### Effect of Transformational Leadership on Organizational Commitment

The results of the hypothesis in this study indicate that Transformational Leadership has a positive and significant effect on Organizational Commitment, in other words, the increasing Transformational Leadership, then Organizational Commitment. The results of this study support the research results of Kesuma & Supartha (2016); Patiar & Wang (2016); Siswatiningsih et al. (2019)

#### Effect of Transformational Leadership on Work Engagement

The results of the hypothesis in this study indicate that Transformational Leadership has a positive and significant effect on work engagement, in other words, the higher the employee's work engagement, the higher the effect of transformational leadership. Research by Aprilinda & Aslamawati (2018); Schmitt et al. (2016); Enwereuzor et al. (2018) state that transformational leadership is significantly related to work engagement

#### Effect of Work Engagement on Organizational Commitment

The results of the hypothesis in this study indicate that Work Engagement has a positive and significant effect on Organizational Commitment, in other words, if the employee's Work Engagement is high, the Organizational Commitment will increase. This is in line with Aeni & Paradila (2020); Benjamin & Leonie (2016); Cao et al. (2019); Cesário & Chambel (2017); Kim et al. (2017); Liu (2019) who stated that work engagement has a positive and significant effect on organizational commitment.

### Effect of Work Engagement Mediates Transformational Leadership on Organizational Commitment

The results of the hypothesis in this study indicate that Transformational Leadership has a positive and significant effect on Organizational Commitment by mediating Work Engagement so that Work Engagement is a mediating variable for the effect of Transformational Leadership on Organizational Commitment. This result is supported by Asif et al. (2019); Kurniawati et al. (2019) stated that work engagement acts as a partial mediator between transformational leadership and organizational commitment.

#### IV. CONCLUSION

The results show that Transformational Leadership has a positive and significant effect on Organizational Commitment; Transformational Leadership has a positive and significant effect on Work Engagement; Work Engagement has a positive and significant effect on Organizational Commitment; Work Engagement is a mediating variable for the Influence of Transformational Leadership on Organizational Commitment. Transformational Leadership can make employees feel motivated, which will increase Organizational Commitment. Communication between employees and leaders and seeing employees alike when solving problems the leader must not be lopsided in solving problems can increase organizational commitment. **For further research**, it is hoped that it will be able to add variables that can affect Organizational Commitment, and be able to expand the scope of research or can also change the research location which is not only focused on a research location, to provide a more insightful and able to be implemented in general.

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