

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND FINANCIAL COMPENSATION ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS A MEDIATION VARIABLE

(Study of all Village Office Employees in Pringgasela District, East Lombok Regency)

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**ABSTRACT :** This research aims to determine and analyze the role of job satisfaction as a mediating variable in the influence of transformational leadership and financial compensation on organizational commitment to study at village offices in Pringgasela District, East Lombok Regency. This type of research is causal associative. The data collection method used in this research is the census. The population in this study was all 105 village office employees in Pringgasela District, East Lombok Regency. The sampling technique used was saturated sampling or census. Of the 105 questionnaires distributed that were returned to the researchers, there were 98 questionnaires with a response rate of 93.33%. The analysis tool used is path analysis with Smart PLS. The results of this research indicate that transformational leadership and financial compensation directly have a negative and insignificant effect on organizational commitment. Transformational leadership has a positive and significant effect on job satisfaction. Financial compensation has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. Transformational leadership has a positive and significant effect on organizational commitment, mediating with job satisfaction. Financial compensation has a positive and significant effect on organizational commitment, mediating with job satisfaction. Transformational leadership influences employee job satisfaction through aspects such as inspiration, motivation and emotional support. Increased job satisfaction resulting from a transformational leadership style can contribute to employees' positive roles and increase organizational commitment. Adequate financial compensation creates feelings of appreciation and satisfaction in employees, which, in turn, leads to higher levels of commitment to the organization.

**Keywords ::** Transformational Leadership, Financial Compensation, Job Satisfaction, Organizational Commitment

## I. INTRODUCTION

Human Resources (HR) is a very important factor in an organization because the effectiveness and success of an organization or company really depends on the quality and performance of human resources in the organization or company (Darmawati, Hidayati, and Herlina. 2013). In managing human resources, organizations within government agencies must be able to create a conducive and comfortable working atmosphere in order to increase employee commitment to the organization. An agency will not be able to achieve the desired targets if there is no commitment from its employees.

Organizational commitment is an important concept in management and has been studied widely by organizational researchers, especially in organizational psychology and organizational behavior (Meyer et al in Laka, 2013). Organizational commitment is a psychological state that characterizes an employee's relationship with the organization and has implications for the decision to continue membership in the organization. Organizational commitment is understood as something more than just passive loyalty to the company or organization, in other words organizational commitment implies an active employee relationship with the organization or company.

The village office is where the village head and community manage village government. The village government structure itself consists of various levels, each with its own departments. Each village is led by a village head and assisted by other village officials to meet all village needs. Each line has its own function and duties. The village head as the head of the village government organization must be skilled in managing his own activities and must be able to motivate his subordinates to strengthen the commitment of village staff in order to provide good services to the community (Laras & Haryono, 2016).

Direct observation by researchers of 21 employees consisting of 7 village secretaries, 7 village head representatives and 7 village office head representatives in Pringgasela District, East Lombok Regency and their working conditions during January 2023 by conducting direct interviews regarding organizational commitment and obtained findings including; First, among the 21 village office employees, 15 village office employees in Pringgasela District felt that the problems that occurred in the agency were not their personal problems so that the employees felt that there would be no interference if they left the organization. This was due to limited authority to resolve problems in the village so they do not feel they have full responsibility for solving these problems and there is still very low employee participation in advancing the organization to achieve its goals. Second, they do not feel at a loss if they leave the current organization considering that the schedule for receiving salaries is uncertain, sometimes at the beginning of the month, in the middle of the month or even at the end of the month depending on government policy, so it can affect the family economy and make employees think about looking for other alternatives to meet their daily needs. ultimately has an impact on reducing employee commitment to the organization. Third, they are more likely to complete a job if the boss has asked for the results of the work and it is done in an urgent situation and the results are less than optimal due to attention to the work facilities provided by the boss. This often happens when reporting land and building tax, this task is assigned to the head of each region to collect land and building tax from the community, however the collection and reporting of the results is often late due to lack of attention and supervision by the village head so that the employees who Those working in this section feel unburdened and work when the schedule is urgent.

Previous researchers including (Halim, Hassan, Basri, Yusof & Ahrari., 2021) have found that transformational and transactional leadership positively influences organizational commitment. (Putra Widyatmika & Riana, 2020) found that the transformational leadership variable had a positive and significant effect on organizational commitment. (Yuliani, 2021) The results of the transformational leadership variable on organizational commitment have a positive and significant influence. However, this is different from the results of research conducted by (Susana, 2018) with the results that there was no positive and significant influence of transformational leadership on organizational commitment. Similar results were also found by (Azizah, Murgiyanto & Nugroho., 2019) that transformational leadership did not have a significant effect on organizational commitment.

Research related to financial compensation was conducted by (Luh Putu Widya Sari Purwadiseni et al., 2021) financial compensation has a positive and significant effect on organizational commitment. (Wibowo and Fitriyani, 2022) shows the results that job satisfaction can mediate compensation and burnout on organizational commitment. (Sari & Riana, 2018) Research results show that compensation has a significant effect on organizational commitment. However, different results were found by (Martadiani & Zahrina, 2019). The results of this research were that financial compensation had no significant effect on organizational commitment.

Based on the description above and gaps from several previous studies, researchers are interested in analyzing transformational leadership abilities and financial compensation in optimizing organizational commitment with job satisfaction as a mediating variable. Therefore, this research seeks to fill this research gap by determining the mediating role of job satisfaction between transformational leadership, financial compensation and organizational commitment in employees in villages throughout Pringgasela subdistrict, East Lombok district.

## II. LITERATURE REVIEW

### Organizational Commitment

Experts generally provide varying views regarding the meaning of organizational commitment. Organizational commitment is a psychological condition that encourages individuals to remain members of an organization and which influences the level of their desire to work hard for the organization (Geyer and Steyrer 1998). Meanwhile, Robbins (2019) defines organizational commitment as a condition where an employee supports a particular organization and its goals and desire to maintain membership in the organization. In other words, organizational commitment is related to employees' high desire to share and make sacrifices for the company. Luthans (2011) said in his book that commitment itself is generally defined as an attitude that shows employee loyalty and is a continuous process of how a company member expresses their attention to the success and goodness of their company. Organizational commitment is an attitude that describes the behavior of an individual or employee who is bound to his or her organization (Griffin, 2014).

### Transformational leadership

According to Bass in Robbins and Judge (2012), transformational leadership is a leader who provides individualized consideration and intellectual stimulation and has charisma. According to Wijayanto (2012:176) Transformational Leadership is leadership where the leader provides individual attention, intellectual stimulation and the leader has charisma. According to Robbins (2008:473) transformational leadership is defined as a leader who pays attention to the problems faced by his followers and the development needs of each follower by providing enthusiasm and encouragement to achieve his goals. Transformational leadership is a process in which leaders play ideal role models and encourage creativity, provide inspirational motivation, and are involved in supporting and guiding followers to achieve the organization's shared vision and goals. Transformational leadership is achieved when leaders and followers motivate each other to higher morality (Korejan, 2016).

### Financial Compensation

Compensation is everything that employees receive as remuneration for their work (T Hani Handoko (2016). According to Armstrong, M. (2016) Compensation is all elements of direct and indirect economic remuneration given to employees in return for services. Meanwhile, according to Mondiani (2012), compensation is what employees receive in exchange for their contribution to the organization. Compensation is a reward or remuneration given by the organization to its workers, because these workers have contributed energy and thoughts for progress. organization to achieve predetermined goals (Priansa, 2016).

### Job satisfaction

Schermerhorn (1991:55) states that job satisfaction is a degree that shows people's feelings about their work, whether positive or negative. This is an emotional response to a person's work tasks, such as a response to the physical and social conditions of the workplace. Meanwhile, according to Davis and Newstrom (1985: 501) job satisfaction is a pleasant or unpleasant condition of an employee's view of their work. Handoko (2014: 135) states that job satisfaction is an emotional state that is pleasant or unpleasant for employees when viewing their work.

### Framework

A framework is used to indicate the direction of a research so that the research can proceed within the specified scope. In this research, the factors used as research variables are transformational leadership, financial compensation, job satisfaction and organizational commitment. Based on this, this research focuses on the relationship between transformational leadership, financial compensation, job satisfaction and organizational commitment. So it can be described in a framework like Figure 1 below.

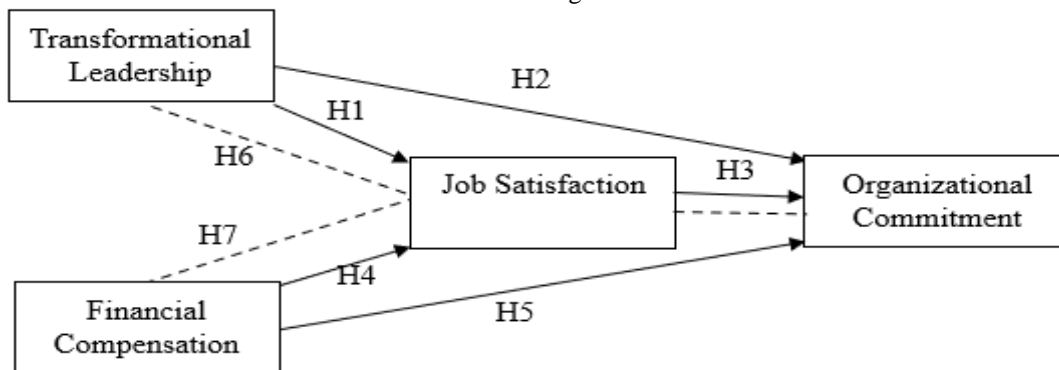


Figure 1. Research Framework

### Hypothesis

H1: It is suspected that transformational leadership influences job satisfaction among all village employees in Pringgasela District, East Lombok Regency.

H2: It is suspected that transformational leadership influences the organizational commitment of all village employees in Pringgasela District, East Lombok Regency.

H3: It is suspected that job satisfaction influences the organizational commitment of all village employees in Pringgasela District, East Lombok Regency.

H4: It is suspected that financial compensation has a positive influence on job satisfaction for all village employees in Pringgasela District, East Lombok Regency.

H5: It is suspected that financial compensation has a positive influence on the organizational commitment of all village employees in Pringgasela District, East Lombok Regency.

H6: It is suspected that job satisfaction will mediate the relationship between transformational leadership and organizational commitment among all village employees in Pringgasela District, East Lombok Regency.

H7: It is suspected that job satisfaction will mediate the relationship between financial compensation and organizational commitment among all village employees in Pringgasela District, East Lombok Regency.

III. RESEARCH METHOD

This research is associative with a quantitative approach. The location of this research was carried out in a village in Pringgasela District, East Lombok Regency. The villages in question include the villages of Rempung, Jurit, Pengadangan, Jurit Baru, West Pengadangan, East Pringgasela, and Timbanuh. The research was carried out in April until completion. In this research, the data collection method uses the Census by distributing questionnaires to respondents. Census is data collection by taking all objects that are members of the population as material for study or observation. Therefore, for a population with a very large number of members, a census requires enormous costs, energy and time. Even though the census involves all members of the population, this does not mean that the census will be free from various errors (Soedibjo 2013). The sample in this study was 105 village office employees in Pringgasela subdistrict, East Lombok regency. The basis for determining the sample size is a census or saturated sample. Saturated sampling according to Sugiyono (2014: 118) is a sampling technique when all members of the population are used as samples. The data collection tool used in this research is a questionnaire. In this questionnaire, respondents' answers were measured using a 5-point Likert scale, namely with a rating of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Hypothesis testing uses Partial Least Square (PLS) Structural Equation Modeling (SEM) analysis.

IV. RESULT AND DISCUSSION

Distribution of questionnaires was carried out from 15 June to 15 July 2023. This research was conducted on village office employees in Pringgasela District, East Lombok Regency, involving 105 village office employees. Of the 105 questionnaires distributed that were returned to the researchers, there were 98 questionnaires with a response rate of 93.33%.

PLS Analysis Results

Hypothesis testing in this research uses the Partial Least Square (PLS) approach. PLS does not assume any particular distribution for parameter estimates, so parametric techniques for testing significance are not needed. The PLS evaluation model is based on nonparametric prediction measurements. Measurement model or outer model with reflective indicators evaluation with convergent and discriminant validity of indicators and composite reliability for indicator blocks.

The structural model or inner model is evaluated by looking at the percentage of 2 variances explained, namely R for the dependent latent construct using the Stone-Geisser Q Square Test measure and also looking at the magnitude of the structural path coefficient. The stability of this estimate is evaluated using a t-test statistic that can undergo a bootstrapping procedure.

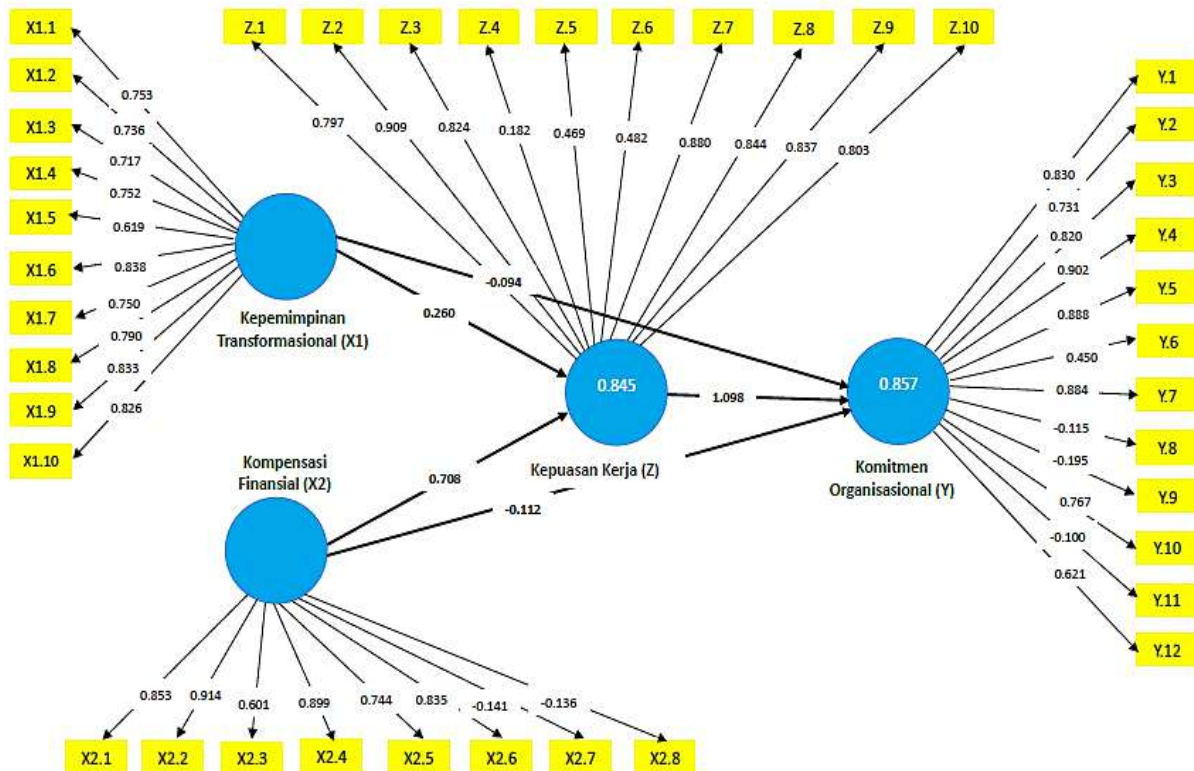


Figure 2. Output SEM-PLS

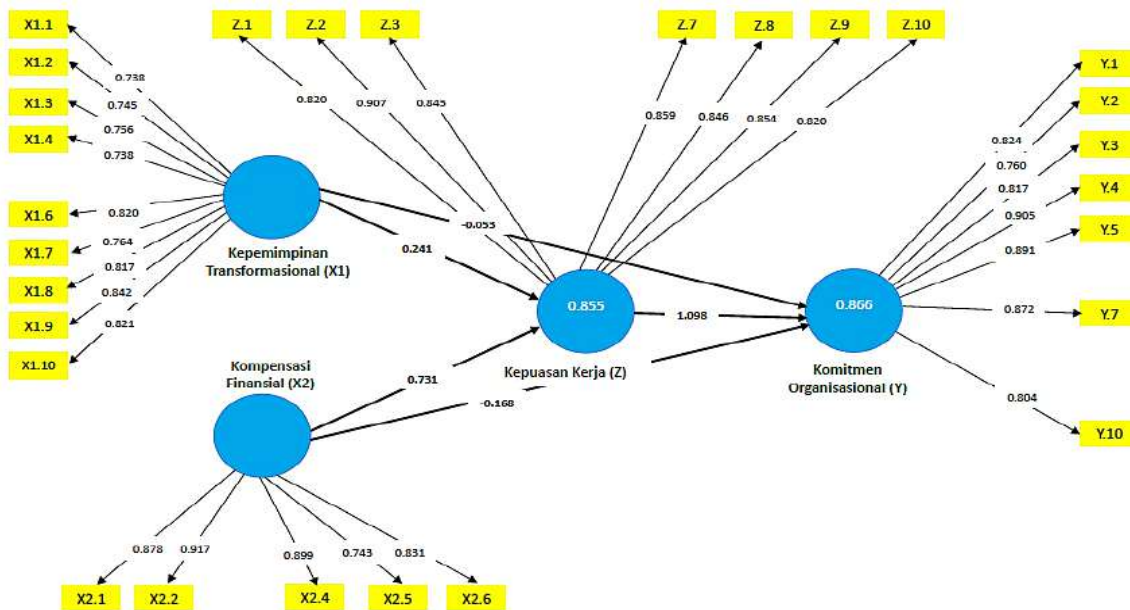
**Designing a Reflective Model (Outer Model)**

The outer model defines how each indicator block relates to the latent variable. There are 3 criteria for assessing the outer model, namely convergent and discriminant validity of the indicators and composite reliability for the indicator block.

1. Test convergent validity

To find out whether an indicator is forming a construct or a latent variable, a convergent validity test is carried out from the measurement model with reflective indicators which are assessed based on the correlation between the item score and the construct score which is calculated with the help of SmartPLS 4.0 software. From the results of the convergent validity test, there is an outer loading value of <0.70 for 12 items, meaning that these items will be removed and stage 2 validity testing will be carried out. These items are invalid because outliers or data that is far from the general pattern can affect the outer loading estimate. Outliers can lead to inaccurate and invalid estimates.

**Figure 3. Outer Model**



It can be seen that the results of the second stage of validity have outer loading values above 0.7, so everything is declared valid.

2. Composite Reliability Test

The composite reliability test can be seen from the Cronbach's Alpha value and the composite reliability value. A construct is said to be reliable if it has a Cronbach's Alpha value >0.60 and a composite reliability value >0.70. The composite reliability test results can be seen in the following table:

**Table 1. Composite Reliability**

Variable	composite reliability	cronbach's Alpha	AVE	Conclusion
Transformational Leadership (X1)	0.950	0.925	0.614	Reliable
Job Satisfaction (Z)	0.938	0.936	0.723	Reliable
Organizational Commitment (Y)	0.937	0.930	0.706	Reliable
Financial Compensation (X2)	0.924	0.908	0.733	Reliable

3. Discriminant Validity Test

The discriminant validity test is used to see whether an indicator of a particular latent variable is different from indicators of other latent variables, so that the indicator is considered appropriate for explaining the latent variable. The discriminant validity test is carried out by comparing the square root average variance extracted (AVE) values for each construct with the correlation between the construct and other constructs (between fellow latent variables). Indicators are considered to meet discriminant validity if the root of AVE is greater than the correlation. The explanation is based on the table below:

**Table2.Discriminant Validity**

Variable	Financial Compensation	Organizational Commitment	Job Satisfaction	Transformational Leadership
Transformational Leadership (X1)	0.783			
Job Satisfaction (Z)	0.785	0.850		
Organizational Commitment (Y)	0.703	0.927	0.840	
Financial Compensation (X2)	0.744	0.910	0.814	0.856

**Designing a Structural Model (Inner Model)**

## 1. R-Square

Structural model testing is carried out to predict causal relationships between variables or hypothesis testing, looking at significance values and the R-square of the research model. The aim of testing the structural model is for predictive relevance and also to see the magnitude of the structural path coefficient. The structural testing model is carried out in the smartPLS application through a bootstrapping process:

**Table3. R-Square**

No	Variable	R Square
1	Organizational Commitment	0.857
2	Job Satisfaction	0.845

From table 3 above, it shows that the organizational commitment variable gets a value of 0.857 and job satisfaction gets a value of 0.845. This shows that the regression model used is quite good in explaining the relationship between the variables of organizational commitment and job satisfaction and also the variables used in the analysis.

## 2. Q-Square

The Q square value describes predictive relevance, namely the suitability of structural relevance, where the value  $Q^2 > 0$  indicates that the model has good predictive relevance, while  $Q^2 < 0$  indicates that the model does not have good predictive relevance. The Q-square calculation is done using the formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

Where  $R_1^2, R_2^2, \dots, R_p^2$  is the R-square of the endogenous variable in the equation model. The  $Q^2$  determination value produced as a result of the evaluation of this research model can be seen in the following table:

The total diversity of data that can be explained by this research model is measured by:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,857) * (1 - 0,845)$$

$$Q^2 = 1 - (0,143) * (0,155)$$

$$Q^2 = 1 - 0,022165$$

$$Q^2 = 0,977$$

In this case,  $Q^2$  is the same as the interpretation of the coefficient of determination ( $Q^2$ ) in regression analysis. Based on the results of the total coefficient of determination of 0.977, this means that the diversity of data that can be explained by this research model, namely the influence of transformational leadership and financial compensation on organizational commitment with job satisfaction as a mediating variable, is 97.7%. Meanwhile, the rest is explained by other variables from outside the model which are not included in this research model.

**Hypothesis test**

Based on the data processing that has been carried out, the results can be used to answer the hypothesis of this research. Hypothesis testing in this research was carried out by looking at the T-statistic values and P-values. This research hypothesis can be accepted if the P-values are  $< 0.05$ . The following are the results of hypothesis testing obtained in this research:

**Table 4. Direct Effect Hypothesis Test Results****Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P values
(X1) -> (Z)	0.241	0.246	0.058	4.161	0.000
(X1) -> (Y)	-0.053	-0.052	0.063	0.836	0.403
(Z) -> (Y)	1.122	1.133	0.123	9.138	0.000
(X2) -> (Z)	0.731	0.728	0.055	13.248	0.000
(X2) -> (Y)	-0.168	-0.178	0.133	1.269	0.204

Based on the results of the hypothesis test in table 4.16, it can be explained as follows:

1. From the results of hypothesis 1 testing, the effect of transformational leadership on job satisfaction shows that the original sample value is 0.241, the T-statistic value is 4.161 and the P-value is 0.000, meaning that H1 is accepted. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that the transformational leadership variable has a significant effect on job satisfaction.
2. From the results of hypothesis 2 testing, the influence of transformational leadership on organizational commitment shows that the original sample value is -0.053, the T-statistic value is 0.836 and the P-value is 0.403, meaning that H2 is rejected. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that transformational leadership has no significant effect on organizational commitment.
3. From the results of hypothesis 3 testing, the influence of job satisfaction on organizational commitment shows that the original sample value is 1.122, the T-statistic value is 9.138 and the P-value is 0.000, meaning that H3 is accepted. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that job satisfaction has a significant effect on organizational commitment.
4. From the results of hypothesis testing 4, the effect of financial compensation on job satisfaction shows that the original sample value is 0.731, the T-statistic value is 13,248 and the P-value is 0.000, meaning that H4 is accepted. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that financial compensation has a significant effect on job satisfaction.
5. From the results of hypothesis testing 5, the effect of financial compensation on organizational commitment shows that the original sample value is -0.168, the T-statistic value is 1.269 and the P-value is 0.204, meaning that H5 is rejected. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that financial compensation has no significant effect on organizational commitment.

#### a. Test the Effect of Mediating Variables

In this analysis we will see the high coefficient of influence, both direct and indirect. Testing through mediation to dig deeper into whether the mediating variable is successful in mediating the influence of the independent variable on the dependent variable or not, can be described in the Indirect Effect output, if the P-Value number is less than 0.05 then the independent variable influences the dependent variable through the mediating variable. The following are the results of the Indirect Effect output:

**Table 5. Indirect Effect Hypothesis Test Results**  
*Specific Indirect Effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P values
(X1) -> (Z) -> (Y)	0.271	0.277	0.064	4.229	0.000
(X2) -> (Z) -> (Y)	0.820	0.826	0.123	6.674	0.000

6. From the results of hypothesis testing 6, the effect of transformational leadership on organizational commitment through mediation of job satisfaction shows that the original sample value is 0.271, the T-statistic value is 4.229 and the P-value is 0.000, meaning that H6 is accepted. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that transformational leadership has a significant effect on organizational commitment through the mediation of job satisfaction.

7. From the results of hypothesis 7 testing, the effect of financial compensation on organizational commitment through mediation of job satisfaction shows that the original sample value is 0.820, the T-statistic value is 6.674 and the P-value is 0.000, meaning that H7 is accepted. The basis for decision making is: P-value  $\leq 0.05$  ( $\alpha = 5\%$ ), H0 is rejected, Ha is accepted, P-value  $> 0.05$  ( $\alpha = 5\%$ ), H0 is accepted, Ha is rejected. This shows that financial compensation has a significant effect on organizational commitment through the mediation of job satisfaction.

## Discussion

This research aims to determine the effect of transformational leadership and financial compensation on organizational commitment with job satisfaction as a study mediating variable for village office employees in Pringgasela District, East Lombok Regency. Based on the research results, it can be described as follows:

### The Influence of Transformational Leadership on Job Satisfaction

Based on the results of hypothesis testing above, it shows that the influence of transformational leadership on job satisfaction has a positive and significant effect. This means that by looking at the respondents' responses to this variable it can be concluded that the type of transformational leadership applied by the village

head is able to influence the job satisfaction of village office employees. Judging from the average response of respondents to the transformational leadership variable, it is 3.62, which means effective, and job satisfaction, 3.4, which means satisfied, indicates that the village head implements transformational leadership well, thereby creating a sense of satisfaction for village office employees in their work.

Transformational leaders generally create strong relationships with their employees. They listen, provide feedback, and show attention to employees' individual needs and aspirations. This builds trust and positive cooperation at the village office. The village head is able to inspire his employees with a clear vision and communicate motivating goals. This can create emotional bonds and strong work morale among village office employees, which can increase job satisfaction for village office employees. Employees who feel well led are more likely to feel appreciated, motivated to perform better, and more satisfied with their jobs. This can have a positive impact on productivity and services provided by village office employees to the community. Thus, it is important for leaders in village offices to continue to improve their leadership skills, such as communication skills, transformational leadership, and the ability to manage conflict. By doing this, leaders at village offices can create a more satisfying work environment for employees, which in turn can have a positive impact on the operational efficiency and effectiveness of village offices and the services provided to village residents.

Based on the theory of Bass (1985) in Yukl (2013: 313) explains that transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than to what they initially expected. The village head as the leader appreciates the contributions and achievements of the village office employees. This appreciation can take the form of open praise, formal awards or other forms of appreciation so as to create a sense of satisfaction with the village leader or head himself. The results of this research support the results of previous research conducted by (Putra Widyatmika & Riana, 2020), (Indra Bhaskara & Subudi, 2018) and (Halim et al., 2021) based on the results of the analysis it was found that transformational leadership had a positive and significant effect on satisfaction Work.

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

Based on the results of hypothesis testing above, it shows that the influence of transformational leadership on organizational commitment is negative and not significant. This means that by looking at the respondents' responses to this variable it can be concluded that the transformational leadership implemented by the village head directly has not been able to build the organizational commitment of village office employees. The average response of respondents to the transformational leadership variable is 3.62 effective, but to the organizational commitment variable it is 3.13 Neutral.

Transformational leadership is often associated with more flexible and innovative organizations. Village offices often operate within a strict bureaucratic framework, where procedures and regulations play a very strong role. This may limit the ability of leaders in village offices to implement more creative transformational approaches. Village office employees may not have significant control over policy and organizational changes. These policies are often determined by parties higher in the government hierarchy such as district government regulations or from the central government. In situations like this, leaders at the village office level have limitations in changing the work environment to influence organizational commitment. In certain contexts, the factors above can produce a situation where transformational leadership does not have a significant influence on the organizational commitment of village office employees. However, keep in mind that this is a complex situation and these factors can vary between organizations and individuals. Each leader can have a leadership style that is different from one another, and it is not necessary that one leadership style is better or worse than another leadership style (Handoko, 2008). Therefore, the transformational leadership style here has not been able to directly increase the organizational commitment of village office employees. These results are in line with research conducted by (Azizah et al., 2019) and (Susana, 2018) with the results that transformational leadership has no significant effect on organizational commitment.

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

Based on the results of hypothesis testing above, it shows that the influence of job satisfaction on organizational commitment has a positive and significant effect. This means that by looking at the respondents' responses to this variable it can be concluded that the job satisfaction of village office employees is directly able to influence the level of organizational commitment of the employees.

Job satisfaction can increase intrinsic motivation, namely motivation that comes from within the employee. When an employee feels happy with their work, they will feel more motivated to do a good job and contribute positively to the organization. When employees feel satisfied with their work in village government, they tend to be more motivated to contribute optimally and be committed to organizational goals. Job satisfaction can increase a sense of involvement and responsibility towards their work. The relationship between job satisfaction and organizational commitment is complex and can be influenced by various other factors, such as organizational culture, leadership, and human resource policies. Therefore, village governments and similar organizations need to continue to implement management practices that support employee job satisfaction and promote strong organizational commitment. Handoko (2014: 135) states that job satisfaction is an emotional



state that is pleasant or unpleasant for employees when viewing their work. By understanding the positive relationship between job satisfaction and organizational commitment, village heads can strive to create a work environment that supports employee satisfaction. This can increase village office employee retention, increase productivity, and strengthen employee commitment to their organization.

This is supported by research (Nahita&Saragih, 2021). The results of the research show that job satisfaction has a significant positive effect on employee organizational commitment. (Sudarmanto, Muryati, 2022) The results of the path coefficient analysis are positive, as an indication that the influence of the two is in the same direction, and is quite strong (significant).

#### **The Effect of Financial Compensation on Job Satisfaction**

Based on the results of the hypothesis testing above, it shows that the influence of financial compensation on job satisfaction has a positive and significant effect. This means that by looking at the respondents' responses to this variable it can be concluded that the financial compensation received by village office employees can influence the level of job satisfaction of village office employees. This can be seen from the score of the financial compensation item, namely receiving a salary according to the length of service with a score of 3.4 in the decent category. This is similar to the item on job satisfaction, namely the salary received with a score of 3.51 in the satisfied category, this means that office employees The village feels satisfied with the salary received, which gives rise to a feeling of satisfaction with the work carried out in working at the village office. This means that by further increasing compensation, namely salary, allowances and facilitation, employee needs will be better met so as to increase job satisfaction of village officials in Pringgasela District.

Compensation is everything that employees receive as remuneration for their work (Handoko 2016). Compensation that is appropriate to employees' responsibilities and contributions makes them feel valued and treated fairly by the organization. This creates positive feelings towards the organization and increases organizational commitment. Adequate and fair financial compensation can have a positive effect on the level of employee job satisfaction in village government. This can stimulate feelings of appreciation, increase motivation to develop, and create financial stability which can influence job satisfaction. Thus, fair and adequate financial compensation can influence the organizational commitment of village office employees by contributing to employees' feelings of appreciation, stability, motivation and well-being. This in turn can increase employee retention and the quality of services they provide to the community at the village office.

This supports research conducted by Pratama et al. (2016) which states that compensation has a positive and significant effect on job satisfaction. Fanani (2016) stated that a significant influence was found between financial compensation and job satisfaction, so the higher the employee's compensation, the higher their job satisfaction, conversely, if compensation is low, job satisfaction will also be low.

#### **The Effect of Financial Compensation on Organizational Commitment**

Based on the results of the hypothesis testing above, it shows that the effect of financial compensation on Organizational Commitment is negative and not significant. This means that by looking at the respondents' responses to this variable it can be concluded that the financial compensation received by village office employees has not been able to increase the organizational commitment of village office employees. This can be seen in the statement item on financial compensation with an average of 3.29 with a neutral category which means it is still between feasible or not, as well as the statement item on organizational commitment with an average of 3.13 in the neutral category which means it is still between high or low.

Financial compensation in the public sector can sometimes be limited by tight budgets and regulations governing spending. Organizations such as village offices may not have enough financial flexibility to offer highly competitive compensation. In this situation, village office employees may understand these limitations and not expect high financial compensation. The financial compensation given to village office employees in terms of receiving financial compensation such as salaries is often not on time, which can disrupt the family's economy and result in the desire to leave the organization. Compensation that is unfair or not in line with employee contributions and responsibilities can also cause dissatisfaction and can affect employee organizational commitment. If employees feel that their pay does not reflect the value they bring to the organization, they will lose motivation and may decrease organizational commitment.

Handoko (2016) stated that compensation is everything that employees receive as compensation for their work. One of the remuneration in question is the salary given by an organization or company to employees, but if the salary given to employees does not match expectations, such as delays in providing salaries or incentives, it can disrupt the economy of the employee's family and result in a decrease in employee commitment. In the village office context, these and other factors may offset the impact of financial compensation on organizational commitment. Therefore, although important, financial compensation may not always be the dominant factor influencing employee commitment in this context.

This is different from the results of research conducted by (Luh Putu Widya Sari Purwadiseni et al., 2021) where financial compensation has a positive and significant effect on organizational commitment. (Sari & Riana, 2018) Research results show that compensation has a significant effect on organizational commitment.

### **The Influence of Transformational Leadership on Organizational Commitment Through the Mediation of Job Satisfaction**

Based on the results of hypothesis testing above, it shows that the influence of transformational leadership on organizational commitment through the mediation of job satisfaction has a positive and significant effect. Based on the output results of Specific Indirect Effects with a T-Statistic of 4.229 and a V-value of less than 0.05 ( $0.000 < 0.05$ ), it can be seen that the job satisfaction variable is considered to significantly mediate the influence of the transformational leadership variable on the organizational commitment variable of Village office employees. In Pringgasela District.

The results obtained from this research show a direct relationship between variables, one of which is transformational leadership on job satisfaction. This shows that the better the application of the transformational leadership style to village office employees in Pringgasela subdistrict, the better impact it will also have on employee job satisfaction of village office employees in Pringgasela subdistrict, then there is a direct relationship between job satisfaction variables and organizational commitment, this is It can be interpreted that the better the employee job satisfaction of village office employees in Pringgasela subdistrict, the greater the organizational commitment of village office employees in Pringgasela subdistrict will increase. The implications of this research can illustrate that the application of a transformational leadership style and good job satisfaction greatly influences the Organizational Commitment of village office employees in Pringgasela subdistrict.

In the context of mediation analysis, job satisfaction acts as a mediating variable between two other variables, namely transformational leadership and organizational commitment. This means that job satisfaction acts as a bridge between the effects of transformational leadership and organizational commitment. Transformational leadership influences employee job satisfaction through aspects such as inspiration, motivation and emotional support. Increased job satisfaction resulting from a transformational leadership style can contribute to employees' positive role towards work and the organization. Increased job satisfaction can influence employee commitment to the organization because satisfied employees tend to feel more engaged, have strong internal motivation and feel that the organization meets their needs and expectations.

This is supported by research conducted by (Putra Widyatmika & Riana, 2020) The job satisfaction variable has a positive and significant effect in mediating the influence of transformational leadership on organizational commitment at the Pita Maha Resort & Spa Ubud Hotel. Darmawan & Marlinda (2017) stated that there is an influence between leadership style on organizational commitment through job satisfaction as an intervening variable. This shows that when the leadership style is able to create a good and effective atmosphere, lecturers will feel satisfied in their work and will feel happy with the leader. The emergence of a sense of job satisfaction will have an impact on organizational commitment, lecturers will become loyal to their work and will not want to move from their job.

### **The Effect of Financial Compensation on Organizational Commitment Through the Mediation of Job Satisfaction**

Based on the results of the hypothesis testing above, it shows that the influence of financial compensation on organizational commitment through the mediation of job satisfaction has a positive and significant effect. Based on the output results of Specific Indirect Effects with a T-Statistic of 6.674 and a V-value of less than 0.05 ( $0.000 < 0.05$ ), these results can be interpreted as meaning that an increase in compensation, both in terms of timeliness of salary receipt, will increase job satisfaction because of higher income. received on time and increased so that it can better meet various life needs. This feeling of satisfaction then has an impact on the commitment of village officials to survive and provide the best work capabilities for the village office in Pringgasela sub-district.

The results obtained from this research show a direct relationship between variables, one of which is financial compensation on job satisfaction. This shows that the more appropriate the compensation received by Village Office employees in Pringgasela District, the better impact it will also have on employee job satisfaction from village office employees in Pringgasela District, then there is a direct relationship between job satisfaction variables and Organizational Commitment, this can be This means that the better the employee job satisfaction of Village Office employees in Pringgasela District, the greater the Organizational Commitment of Village Office employees in Pringgasela District will increase.

To form the organizational commitment of Village Office employees in Pringgasela District, job satisfaction is required first, because good job satisfaction will also give rise to good organizational commitment in the employees. The implications of this research can illustrate that providing good financial compensation greatly influences the organizational commitment of village office employees in Pringgasela sub-district. The existence of job satisfaction as a mediator means that the level of individual satisfaction can influence the extent to which financial compensation influences employee commitment to the organization. When employees feel satisfied with their work and the compensation they receive, they tend to be more committed to the organization where they work, in this case the Village Office in Pringgasela District, East Lombok Regency.

This is supported by research conducted by (Luh Putu Widya Sari Purwadiseni et al., 2021) that job satisfaction mediates the influence of financial compensation and has a positive and significant effect on organizational commitment. (Wibowo and Fitriyani, 2022) The results of the mediation effect test show that the influence of compensation on organizational commitment with job satisfaction as a mediating variable is greater than the direct influence of compensation on organizational commitment so that we accept the hypothesis which states that there is a significant influence of compensation on job satisfaction and its implications for organizational commitment village officials in Getasan District.

## V. CONCLUSION

Based on the research results and discussions that have been described, the conclusions from the research that can be drawn are as follows:

1. Transformational leadership has a positive and significant effect on job satisfaction. The village head as the leader appreciates the contributions and achievements of the village office employees. This appreciation can take the form of open praise, formal awards or other forms of appreciation so as to create a sense of satisfaction with the village leader or head himself. Therefore, it can be assumed that transformational leadership can also have a positive impact on employee job satisfaction in village offices. When employees are empowered and motivated to provide excellent customer service, they tend to feel more satisfied with their jobs.
2. Transformational leadership has a negative and insignificant effect on organizational commitment. The existing leadership at the Pringgasela District village office has not been able to create organizational commitment to village office employees. Therefore, there is a need for synchronization between the village head and employees through increased organizational communication. So the level of transformational leadership attitude does not have an impact on the organizational commitment of village office employees, because village office employees are committed on the basis of their professionalism as village office employees.
3. Job satisfaction has a positive and significant effect on organizational commitment. When employees feel satisfied with their work in village government, they tend to be more motivated to contribute optimally and be committed to organizational goals. Job satisfaction can increase a sense of involvement and responsibility towards their work. Therefore, it is important for village office leaders to create a positive work environment that fosters job satisfaction among employees, which in turn can increase organizational commitment. When employees are satisfied with their work, they will be more committed to the organization and perform better.
4. Financial compensation has a positive and significant effect on job satisfaction. Adequate and fair financial compensation can have a positive effect on the level of employee job satisfaction in village government. This can stimulate feelings of appreciation, increase motivation to develop, and create financial stability which can influence job satisfaction. Employees who are satisfied with their financial compensation tend to be more loyal and motivated to perform well, which in turn can contribute to the effectiveness and success of village governments in carrying out tasks and services to their communities.
5. Financial compensation has a negative and insignificant effect on Organizational Commitment. These results indicate that the organizational commitment of village office employees has not been maximized towards the organization, considering that the financial compensation given to village office employees with the timing of receiving financial compensation such as salaries is often not on time so that it can disrupt the family's economy and result in the desire to leave the organization to look for resources. income elsewhere. Therefore, village office leaders should consider a holistic approach to increasing organizational commitment, which includes not only financial compensation but also other factors that contribute to a positive work environment.
6. Transformational leadership has a positive and significant effect on organizational commitment through the mediation of job satisfaction. Job satisfaction acts as a bridge between the effects of transformational leadership and organizational commitment. Transformational leadership influences employee job satisfaction through aspects such as inspiration, motivation and emotional support. Increased job satisfaction resulting from a transformational leadership style can contribute to employees' positive role towards work and the organization. Increased job satisfaction can influence employee commitment to the organization because satisfied employees tend to feel more engaged, have strong internal motivation and feel that the organization meets their needs and expectations.
7. Financial compensation on organizational commitment through the mediation of job satisfaction has a positive and significant effect. Based on the output results of Specific Indirect Effects with a T-Statistic of 6.674 and a V-value of less than 0.05 ( $0.000 < 0.05$ ). This result can be interpreted as meaning that an increase in compensation, both in terms of the timeliness of salary receipt, will increase job satisfaction because the income received is timely and increases so that it can better meet various life needs. This feeling of satisfaction then has an impact on the commitment of village officials to survive and provide the best work capabilities for the Village office in Pringgasela District, East Lombok Regency.

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