Transformational leadership positive influence toward employee engagement through job satisfaction and its effect on improving organizational commitment

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Abstract
This study aims to analyze the effect of transformational leadership on Organizational commitment through job satisfaction and employee engagement as mediating variables. Furthermore, as many as 112 nurses are involved as respondents, and the data are gathered with self-rating questionnaire. The Data are analyzed by using structural equation model. The confirmatory factor analysis shows that all questions in the instruments are valid and reliable. The research indicates that transformational leadership positively and significantly affects on job satisfaction and employees' engagement, but it does not have a direct effect on organizational commitment. Therefore, it is concluded that transformational leadership has a positive effect on organizational commitment mediated by job satisfaction and employee engagement.

Keywords: Transformational leadership; job satisfaction; organizational commitment; and employee engagement.

INTRODUCTION

Indonesian patients tend to seek medical treatment in foreign countries like Singapore and Malaysia in the past 9 years based on https://katadata.co.id. July 2, 2020, the number of Indonesian patients seeking for medical treatment abroad has increased by almost 100 percent. Benjamin (2014) stated the contributing factors that make them seek medication aboard as the quality of health services, teamwork, ethics, and facilities that are considered unsatisfactory and less reliable. The low quality of hospital services is as stated by Sandhyaduhita et al. (2016), that the quality of services provided by hospitals for each service criterion is below respondents' expectations. Meanwhile, Hasan and Putra (2018)
stated that the main reason for choosing a hospital is based on the information that they got about good services of the hospital.

Gatot Soebroto Army Central Hospital (abbreviated as RSPAD Gatot Soebroto) is one a type A military hospitals under the Directorate of Army Health Center (Ditkesad) located in Central Jakarta. The hospital is the highest referral in the ranks of the Indonesian National Army (TNI). It serves as the health care for the Indonesian Army, civil servants and the general public. It is stipulated that their health workers should be disciplined and assertiveness because they are working in a military environment. However, based on data from the HR department (2018), the absenteeism rate without information per month is 4 per cent, which indicates a lack of commitment to the organization. The pre-survey result conducted by the author on 30 nurses also showed that 33 percent expressed dissatisfaction with their works.

The employee that works as a nurse in the hospital must possess a high level of organizational commitment because it plays an important role in providing good service to patients, frequent handling of complaints and to be patience in dealing with patients, especially for a nurse in a large hospital. Meanwhile, it was often said that employees with good organizational commitment are current assets and can be a supporting element for being a competitive company (Noe et al., 2016).

Employee engagement is one of the concepts of human resource management that generates employee positive attitudes and behavior. According to Baldoni (2013), employee engagement is a source of organization competitiveness, especially in a high- competitive situation. However, many researchers have shown concern because it affects the key performance outcomes and behaviors that support organizational commitment. The results of these studies are consistent with different organizations, industries, or countries as concluded by Harter et al. (2016). The importance is not yet in line with the real conditions of companies. Therefore, is one of the issues to be considered. The results of the survey in several companies showed that the scores were below the company's target. For example, the target at government bank company was above 75% but the survey is only 60% that is, below the expectations (Herminingsih, 2017).

As stated by Armstrong (2010), there are two key elements to support employee engagement. The first is the rational aspect, which means the understanding of employees' about their role, how it fits within the broader organization, and how it aligns with business objectives. The second is the emotional aspect, which is related to how people feel about organizations, and how they are led and managed. Therefore, the role of leadership is very important in creating employees' engagement.
Transformational leadership according to Bass & Riggio (2006) is a form of leadership that pushed followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. Many kinds of research showed that transformational leadership has positive and significant effect toward employee engagement, as stated by Ghafoor et al. (2011), Tepayakul & Rinthaisong (2018), Datche & Mukulu (2015), Thisera & Sewwandi (2018), and Gozukara & Simsek (2015).

Transformational leadership also has a positive and significant effect on employee job satisfaction and employee commitment to the organization, as stated by Hanaysha et al. (2012), Kouni et al. (2018). Furthermore, Jain (2015), Ali (2018), Radja & Palanichamy (2018), Abouraia & Othman (2017), Saeed et al. (2013), Omar & Hussin (2013) also proved that transformational leadership has a positive and significant effect toward employee commitment to the organization.

The results of many studies indicate the importance of transformational leadership for increasing employee engagement through the creation of job satisfaction and its effect on organizational commitment. By that reasons, it is important to do research about the influence of transformational leadership on employee engagement through job satisfaction and its effects on organizational commitment.

This research is conducted based on the theory of planned behavior that previously proposed by Ajzen (1991). As stated by Ajzen (1991) perceived behavioral control with behavioral intention can be used directly to predict the achievement of one’s behavior. Therefore, organizational commitment is thought to be controlled through transformational leadership behavior that increases good attitudes towards the organization, namely employee engagement and employee satisfaction with the job which will increase employee organizational commitment. This is because according to Yukl (2010) leadership is an influencing process that interprets followers’ events.

Transformational leadership, as Daft (2002), has stated is not only for leaders to inspire followers to believe in them, but to believe in their potential to imagine and create a better future for the organization. Bass & Riggio (2006) stated that transformational types of leadership make followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than previously expected. Furthermore, Yukl (2010) stated that there are four behaviors of transformational leadership: 1) ideal influence, 2) consideration about subordinates as individual 3) inspire and motivate, and 4) stimulate the intellectual of the follower.

Many kinds of research about transformational leadership proved that there is a positive effect toward positive employee behavior as stated by Tjahjono et al. (2018), Hanaysha et al. (2012), Kouni et al. (2018) and Mangkunegara (2019). Positive effect of transformational leadership toward employee
engagement is also supported by Ghafoor et al. (2011), Jangsiriwattana (2019), Tepayakul & Rinthaisong (2018), Datche & Mukulu (2015), Thisera & Sewwananda (2018), and Gozukara et al. (2015). Furthermore, Jain (2015), Ali (2018), Radja & Palanichamy (2018), Abouraia & Othman (2017), Saeed et al. (2013), Omar & Hussin (2013) stated that transformational leadership has a positive influence toward organizational commitment. Meanwhile, the effect of job satisfaction on organizational commitment is proven by Yusnita (2015), Suarjana (2016), Ismail & Razak (2016), and Megawati & Nurul (2018). According to Mathis & Jackson (2008), job satisfaction is a positive emotional state from the evaluation process of one's work experience, while job dissatisfaction occurs when one's expectations are not fulfilled. The results are consistent with Robbins & Judge (2015) stated that people with high level of satisfaction with the job has positive feelings about their job, while people with a low level of satisfaction has negative feelings. According to Luthan (2011), job satisfaction is the most important employee attitude and often studied because of its strong relationship with employee commitment to the organization.

As Mullins (2005) stated, job satisfaction is an important aspect for the organization. The levels of job satisfaction are influenced by individual, social, cultural, organizational and environmental factors. Job satisfaction is also influenced by organizational nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and leadership style, management systems, and working conditions. There are many positive effects of job satisfaction, for example on employee engagement as confirmed by Tepayakul & Rinthaisong (2018), Vorina et al. (2017) also showed a strong correlation between job satisfaction and employee engagement. Arifin et al. (2019) also found that the effect of job satisfaction toward employee performance is fully mediated by employee engagement. Meanwhile, Shmailan (2016) stated that employee job satisfaction is directly and highly related to employee engagement. These findings support Noe et al. (2016) that employee engagement illustrated the extent to which employees have fully engaged in their work and the strength of their commitment to their work and company. Besides, it is also defined as a condition in which employees feel satisfaction, enthusiasm, and a close attachment with their work (Vance, 2006). However, highly engaged employee can work optimally to produce the best performance and have a high commitment to stay in the company. Schaufeli et al. (2006) also stated that employee engagement is a positive feeling, satisfied and very attached to work, which is manifested in the aspects of vigor or enthusiasm, dedication, and absorption or feelings of involvement. The engaged condition is a state of mind, in which a person feels satisfied, empowered, and committed at work (Agrawal, 2015).
Several HR experts examined the factors influencing employee engagement. Rashid et al. (2011) stated that organizational communication, financial rewards, positive work relationships, suitability between work and abilities, self-development, empowerment, and performance management as the influencing factors. Meanwhile, Armstrong (2010) stated that engagement of employee is influenced by the work itself and job design, qualities of work-life from working environment, and leadership behavior. Meanwhile, the engagement of employee will further improve organizational commitment. The positive effects of employee engagement was also evidenced by previous researchers such as Abu-Shamaa (2015), Anindita & Seda (2018), Hanaysa (2016), Ashraf et al. (2012), Prerana (2017), Shoko & Zinyemba (2014), Alam (2017), and also Sarinah & Prasadja (2018).

**METHOD**

The research was conducted from September 2018 to March 2019 at RSPAD Gatot Subroto. The study used a survey method since it was explanatory research which aimed to explain the effects of variables toward other variables by hypothesis testing. The determination of variables was based on theoretical justification. The population used were all the nurses that worked at RSPAD at the hospital with a total sample of 112 people as respondents.

All variables are arranged into a questionnaire, consisting of dimensions which are described into indicators. Meanwhile, primary data was collected using a questionnaire, which was completed by the respondent in self-report. Besides, the questionnaire was completed by means self-assessment, after which respondents completed the questionnaire and it was based on the perceptions of themselves and Likert scale was used for the measurement of question 1 to 5. Furthermore, the technique used for data collection was a direct submission of questionnaires by respondents, the technique is better than sending questionnaires by post as it will reduce misinterpretation between respondents and researchers. The data analysis used was divided into two parts, namely descriptive and inferential statistical analysis with structural equation modelling (SEM). The data were processed using AMOS (Analysis of Moment Structure) version 15. Based on the data processing and discussion, conclusions and suggestions were drawn as answers to the formulation of research problems. Furthermore, confirmatory Factor Analysis (CFA) was used to perform validity and reliability tests with the criteria for a loading factor of 0.5 and a variant extract of 0.7. The results of validity and reliability test are shown in Table 1 below.
Table 1.
The Result of Validity and Reliability Test

| Employee Engagement          | Loading Factor | Validity | Variant Extract | Reliability |
|-----------------------------|----------------|---------|-----------------|-------------|
| Vigor                       | .761           | valid   |                 |             |
| Dedication                  | .958           | valid   | .876            | reliable    |
| Absorption                  | .754           | valid   |                 |             |
| **Organizational Commitment** |                |         |                 |             |
| Affective                   | .701           | valid   |                 |             |
| Normative                   | .632           | valid   | .765            | reliable    |
| **Job Satisfaction**        |                |         |                 |             |
| Salary                      | .560           | valid   |                 |             |
| Profession                  | .600           | valid   |                 |             |
| Promotion                   | .855           | valid   | .754            | reliable    |
| Supervisor                  | .856           | valid   |                 |             |
| Colleague                   | .722           | valid   |                 |             |
| **Transformational Leadership** |             |         |                 |             |
| Idealized Attribution      | .470           | valid   |                 |             |
| Idealized Behavior          | .851           | valid   |                 |             |
| Inspirational Motivation    | .872           | valid   | .788            | reliable    |
| Intellectual Stimulation    | .817           | valid   |                 |             |
| Individual Considerations   | .862           | valid   |                 |             |

Source: Processed Research Data (2019)

The data normality test was performed using the Skewness and Curtosis criteria and the Mahalanobis index. The univariate assumption is reached that the index is less than 2. However, multivariate values exceed the curtosis and skewness that is the standard values. Based on the Mahalanobis index, there are p1 and p2 values that are less than 0.05 but the numbers are less than 10 percent, therefore data is not deleted.

RESULTS AND DISCUSSION

Results

The suitability of the model is assessed based on 6 criteria, with a limit value as shown in Table 2. (Ferdinant, 2014). The value obtained from the results of data processing with AMOS is then compared with the limit value. Furthermore, it is concluded that 4 of the 6 criteria are good while the 2 criteria are marginal. Based on the evaluated results, the model is declared feasible for further analysis.
Table 2. Model Accuracy Index

| Model Accuracy Index | Cut-of Value | Value | Evaluation |
|----------------------|--------------|-------|------------|
| CMIN/DF              | <= 2.00      | 1.338 | Good       |
| GFI                  | >=.90        | .896  | Marginal   |
| AGFI                 | >=.90        | .841  | Marginal   |
| CFI                  | >=.90        | .965  | Good       |
| PCFI                 | >.50         | .717  | Good       |
| RMSEA                | .03 - .08    | .059  | Good       |

Source: Processed Research Data (2019)

Table 3 shows that respondents aged 25 to 35 years, 36 to 40 years, and more than 45 years were 5 (4.5%), 89 (79.5%) and 18 (16.1%) people, respectively. From the table above, it can be seen that the male and female respondents were 41 (36.6%) and 71 (63.4%) people, respectively. Furthermore, it is known that the number of respondents with high school, diploma, undergraduate and graduate education was 5 (4.5%), 14 (66.1%), 25 (22.3%) and 8 (7.1%) people.

Table 3. Characteristics of Respondents

| Description       | Frequency | Percentage |
|-------------------|-----------|------------|
| Age               |           |            |
| 25 to 35 years    | 5         | 4.5        |
| 36 to 45 years    | 89        | 79.5       |
| More than 45 years| 18        | 16.1       |
| Total             | 112       | 100.0      |
| Gender            |           |            |
| Male              | 41        | 36.6       |
| Female            | 71        | 63.4       |
| Total             | 112       | 100.0      |
| Education         |           |            |
| High School       | 5         | 4.5        |
| Diploma           | 74        | 66.1       |
| Undergraduate     | 25        | 22.3       |
| Graduate          | 8         | 7.1        |
| Total             | 112       | 100.0      |

Source: Processed Research Data (2019)

Based on the respondents’ answers, the employee engagement variable has the highest average score on the dedication dimension of 3.959, followed by the
vigor dimension with an average of 3.917 and the absorption dimension with an average of 3.231. Because the respondent’s answer score is between 1 and 5, the condition of employee engagement is not optimal because overall it has a score of less than 4.

Based on the responses, the variable for organizational commitment has the highest mean score on the emotional commitment to be 3.989, followed by normative commitment with an average of 3.379, and continuous commitment with an average of 3.096. The average score of employee organizational commitment is less than 4, which means that employees’ organizational commitment can still be improved. However, the highest is emotional commitment which shows that this commitment is good because employees have a feel a sense of pleasure in the company where they work. Furthermore, according to Robbins & Judge (2015), emotional commitment is good and correlates with behaviors that support individual and organizational performance as stated by Meyer (2002).

### Table 4.
Descriptive Statistics of Respondents’ Answers

|                           | N  | Minimum m | Maximum | Mean | Std. Deviation |
|---------------------------|----|------------|---------|------|----------------|
| **Employee Engagement**   |    |            |         |      |                |
| Vigor                     | 112| 2.67       | 5.00    | 3.917| .523           |
| Dedication                | 112| 2.67       | 5.00    | 3.959| .575           |
| Absorption                | 112| 1.67       | 5.00    | 3.231| .769           |
| **Organizational Commitment** |  |            |         |      |                |
| Affective                 | 112| 2.40       | 5.00    | 3.989| .562           |
| Continuous                | 112| 1.25       | 5.00    | 3.096| .630           |
| Normative                 | 112| 1.25       | 5.00    | 3.379| .751           |
| **Job Satisfaction**      |    |            |         |      |                |
| Salary                    | 112| 2.00       | 5.00    | 3.551| .814           |
| Profession                | 112| 2.50       | 5.00    | 4.063| .612           |
| Promotion                 | 112| 1.67       | 5.00    | 3.563| .876           |
| Supervisor                | 112| 2.00       | 5.00    | 3.789| .734           |
| Colleague                 | 112| 1.67       | 5.00    | 3.699| .755           |
| **Transformational Leadership** |  |            |         |      |                |
| Idealized Attribution     | 112| 1.33       | 5.00    | 3.842| .963           |
| Idealized Behavior        | 112| 2.33       | 5.00    | 3.979| .627           |
| Inspirational Motivation  | 112| 2.33       | 5.00    | 4.033| .699           |
| Intellectual Stimulation  | 112| 2.33       | 5.00    | 3.792| .590           |
| Individual Considerations | 112| 1.00       | 5.00    | 3.556| .884           |

Source: Processed Research Data (2019)
Based on the responses, the job satisfaction variable has the highest mean score on the dimension of satisfaction with the job itself to be 4.063, followed by the supervisors 3.789, colleagues 3.699, promotions 3.563 and with salary 3.551. The job satisfaction dimension has a score above 4 which indicates that employee satisfaction with the mean salary is good.

The transformational leadership variable in the inspirational motivation dimension that has the highest score of 4.033, followed by idealized behavior with a score of 3.979, idealized attribution with a score of 3.842, intellectual stimulation with a score of 3.792, and individual consideration with a score of 3.557. Overall, only the inspirational motivation dimension has a score of more than 4 while the other dimensions are less than 4, therefore it still needs to be improved.

Hypothesis testing is carried out using the criteria for a P-value of 0.05, where if the P-value is less than 0.05, the hypothesis is accepted and if it is more than 0.05, the hypothesis is rejected. The results of hypothesis testing in Table 5 show that hypotheses 1, 2, 4, 5 and 6 are supported by research data but hypothesis 3 is not supported. It means that transformational leadership has a significant effect on job satisfaction and employee engagement but has no significant effect on organizational commitment. Furthermore, job satisfaction has a significant effect on employee engagement and organizational commitment, and employee engagement has a significant effect on organizational commitment. Therefore, it can be concluded that transformational leadership affects organizational commitment mediated by job satisfaction and employee engagement.

Table 5.
Hypothesis Testing Results

| Hypothesis                                                | Estimate | S.E. | C.R.  | P    | Description       |
|-----------------------------------------------------------|----------|------|-------|------|------------------|
| H1: Transformational Leadership significantly affects Job Satisfaction | .381     | .134 | 2.846 | .004 | Supported        |
| H2: Transformational Leadership significantly affects Employee Engagement | .257     | .118 | 2.170 | .030 | Supported        |
| H3: Transformational Leadership significantly affects Organizational Commitment | -.017   | .097 | -.174 | .862 | Not supported    |
| H4: Job Satisfaction significantly affects Employee Engagement | .295     | .122 | 2.418 | .016 | Supported        |
| H5: Job Satisfaction significantly affects Organizational Commitment | .410     | .170 | 2.418 | .016 | Supported        |
| H6: Employee Engagement significantly affects Organizational Commitment | .262     | .110 | 2.378 | .017 | Supported        |

Source: Processed Research Data (2019)
Discussion

The results of hypothesis tests show that transformational leadership significantly affects employee job satisfaction. This is in line with Robbins & Judge (2015) which states that transformational leadership encourages employees to perform well and have good job satisfaction. This study also supported Bass and Riggio (2006) who stated that transformational leadership has a strong positive effect on followers. In addition, it also supported Hanaysha et al. (2012) and Kouni et al. (2018) which show that transformational leadership is proven to have a positive and significant effect on job satisfaction.

The hypothesis tests prove that the transformational leadership has a positive and significant effect on organizational commitment. The more leadership is viewed transformationally, the higher the employee’s organizational commitment. The results of this study are in line with Bass & Riggio (2006) which states that transformational leadership has a strong positive influence on followers, and also a leader with the transformational type of leadership the followers feel trust, admiration, loyalty, respect for the leader, and motivated to have more than expected behavior. The results of this study also supported Jain (2015), Ali (2018), Radja & Palanichamy (2012), Abouraia & Othman (2017), Saeed et al. (2013), as well as Omar & Hussin (2013) who prove that transformational leadership has a positive and significant effect on organizational commitment.

Although previously, researchers have conducted studies on the positive effect of transformational leadership on employee organizational commitment, the hypothesis test does not support it. The results showed that transformational leadership had no direct effect on organizational commitment, therefore it did not support Ghafoor et al. (2011), Lin & Shigian (2018), Tepayakul & Rinthaisong (2018), Datche & Mukulu (2015), Thisera & Sewwandi (2018), and Gozukaraa et al. (2015).

Yukl (2010) stated that leadership influence can occur through indirect effects. The results of this study indicate that transformational leadership does not have a direct effect on organizational commitment but through job satisfaction, then affects employee engagement and eventually affects organizational commitment. This result is in line with Hadinata et al. (2019) which shows that transformational leadership and organizational climate have a significant positive effect on employee engagement, where employee engagement and job satisfaction fully mediate the effect of transformational leadership and organizational climate on OCB. Juniartha et al. (2016) also show that transformational leadership does not have a direct effect on OCB, but it is mediated by employee trust in superiors and job satisfaction. Furthermore, Siswanti et al. (2014) stated that transformational leadership has no significant direct effect on employee
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Performance, where job satisfaction fully mediates the effect of transformational leadership on employee performance.

The hypothesis test shows that job satisfaction has a positive and significant effect on organizational commitment. This supported Robbins and Judge (2015) which states that job satisfaction influences employees' attitudes and behavior. The results of this study also supported the results of previous studies by Yusnita (2015), Suarjana (2016), Ismail & Razak (2016), as well as Megawati & Nurul (2018).

The hypothesis testing shows that job satisfaction has a positive and significant effect on employee engagement. This supports Robbins and Judge (2015) which states that job satisfaction has a close relationship with positive employee attitudes, such as employee engagement, which benefits the company. The results of this study also supported previous studies such as Tepayakul & Rinthaisong (2018) as well as Vorina et al. (2017). Arifin et al. (2019) stated that the effect of job satisfaction on employee performance is fully mediated by employee engagement. Meanwhile, Shmailan (2016) states that job satisfaction is directly related to employee engagement.

The hypothesis test shows that employee engagement has a positive and significant effect on organizational commitment. This means that the higher the employee engagement, the higher the organizational commitment. This is in accordance with Armstrong (2010) which states that employee engagement is influenced by job satisfaction. The results of this study also supported the previous studies by Abu-Shamaa (2015), Anindita & Seda (2018), Hanaysha (2016), Ashraf et al. (2012), Prerana (2017), Shoko & Zinyemba (2014), Alam (2017), as well as Sarinah & Prasadja (2018).

Based on the hypothesis testing, the effect of transformational leadership on organizational commitment is mediated by job satisfaction and employee engagement. These results explain how transformational leadership that fosters job satisfaction can increase employee engagement and ultimately increase organizational commitment.

CONCLUSION

It was concluded that leaders with transformational behavior have positive and significant effect toward employee job satisfaction, with inspirational motivation dimension as the most important, since it was the most significant dimension. In addition, the leader with transformational behavior also positively and significantly effect on employee engagement, with inspirational motivation as the most significant dimension. Leadership with transformational behavior does not directly affect organizational commitment with the mediation of employee job satisfaction since job satisfaction has a positive and significant effect toward
organizational commitment. Job satisfaction also has a positive effect on employee engagement, with satisfaction with supervisors as the most significant dimension. Then employee engagement positively and significantly affects toward organizational commitment, with dedication as the most significant dimension. This research proved that transformational leadership has a positive influence toward organizational commitment, but it is fully mediated by job satisfaction and employee engagement.

It is suggested that leaders in hospitals use transformational leadership styles because it will provide job satisfaction and increase employee engagement which in turn will increase organizational commitment. The dimension of transformational leadership that needs to be developed is inspirational motivation. This dimension is the behavior of a leader which provides the motivation that can inspire nurses in the hospital. The results of this study are different from previous research carried out in schools and government institutions where the most significant dimension is exemplary or idealized influence both behavior and attitudes.

The limitation of this research was only carried out with a population in one hospital, therefore, it could not be generalized to all hospitals in Indonesia. This limitation cannot provide answers or solutions for the organizational commitment development of nurses in Indonesia as the party who deals directly with patient care.

Further research is suggested to continue on the model of transformational leadership in building hospital services through the creation of committed employees on a broader scale as suggested by Bass (1999) and Edwards & Gill (2012) who found several factors of transformational leadership effectiveness. Research can be started on nurses in A class hospital to have competitiveness in the service sector to attract patients to seek treatment in their own country.

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