

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND
COMMITMENT ON JOB SATISFACTION WITH THE WORK ENVIRONMENT
AS MODERATING VARIABLES**

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Abstract

Job satisfaction has an important role in the company. If employees feel satisfied then all aspects of the company's targets can develop and can easily be achieved. There are several factors that can influence Employee Job Satisfaction, including the Transformational Leadership aspect which is an external aspect and the Employee Commitment aspect which is an internal aspect. This research aims to analyze the influence of Transformational Leadership and Commitment on Employee Job Satisfaction. Different from previous studies, this research adds work environment variables which researchers believe can strengthen the relationship between Transformational Leadership and Commitment to Employee Job Satisfaction. This research is a quantitative research with an exploratory approach. The research results show that each variable of Transformational Leadership and Commitment has a positive and significant effect on Job Satisfaction. Running side by side with the researchers' assumptions, the Work Environment variable can moderate the influence of each of the Transformational Leadership and Commitment variables on Job Satisfaction.

Keywords : *Commitment, Transforational Leadership, Job Satisfication, Work Environment.*

1. INTRODUCTION

Human resources are the most important assets in an organization, both large and small scale organizations, because they are the resources that move and direct the organization as well as maintain and develop the organization in response to various societal demands. In order to work wholeheartedly, employee job satisfaction is required. (Robbins, 2016) employee job satisfaction is an individual's general attitude towards their work. According to (Handoko, 2000) job satisfaction is an employee's pleasant or unpleasant view of work, this feeling will be visible from the employee's positive attitude towards work and everything they encounter in their work environment.

(Handoko, 2000) There are a number of factors that have the potential to influence job satisfaction, including transformational leadership and employee commitment.

Transformational leadership (Yuki, 2007) transformational leadership is where the leader changes and motivates followers so that they feel trust, admiration, loyalty and respect for the leader. According to (Robbins, 2016) transformational leadership is a leader who inspires employees to go beyond their personal interests which is able to have an extraordinary impact on employees. The influence of organizational culture has important meaning for the individuals who work in it, because this organizational culture will influence either directly or indirectly on employee performance. A strong organizational culture will improve overall individual performance and have a positive effect on employee behavior, resulting in good performance and stimulating high work discipline. (Rivai, 2004) states that organizational culture is a collective belief system that people within the organization have about their ability to compete in the market, and how they act within that belief system to provide value added products and services in the market (customers) in return. for financial rewards (Radiany, 2018)

The Transformational Leadership Style seeks to change from a visionary to a Collective vision where subordinates work to make the vision a reality. In other words, the transformational process can be seen through a number of transformational leadership behaviors as: associated charisma, ideal influence, inspirational motivation, intellectual stimulation and individual consideration (M.Bass, 2003). Leadership with a Transformational style always provides work motivation with an emphasis on social relationships for employees to achieve good performance so that Job Satisfaction can be achieved. (Rivai, 2004) says that leaders always involve employees in decision making, position subordinates as partners and promote a sense of social that will foster positive attitudes from subordinates. Subordinates or employees under Transformational Leadership really want to do something according to the boss's wishes.

There are a number of studies that support researchers' assumptions regarding Transformational Leadership (Susiawan & Muhid, 2015); (Faizal Roni, 2019); (Hartanto, 2021); (Nur Septi Aqmarina, Hamidah Nayati Utami, 2016) & (Jumaidi, 2019) which states that Transformational Leadership has a positive and significant effect on employee job satisfaction because Transformational Leadership which creates a collective vision, visionary thinking, good charisma, and so on can increase satisfaction employee work in completing every job that is their responsibility.

Apart from external factors, researchers believe employee job satisfaction can be obtained from factors within the employee himself, namely the commitment factor. Organizational commitment is a person's strong and close feelings towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values (Zurnali, 2010). Such organizational commitment is important to understand and create. The occurrence of personnel or individual commitment in every level and level of the organization is related to the alignment of personnel to be integrated with the goals and objectives and in accordance with the values of the organization. Thus, every manager of any organization is very interested in taking various strategic efforts to create, preserve and increase the degree of commitment of human resources as a bridge to achieve effective behavior and performance of individuals, groups and organizations. The commitment that employees have towards the company is certainly an important factor for a company. This will make it difficult for employees to leave the company and employees will feel they have an obligation to achieve the goals of the company where they work (Luthans, 2009) defines

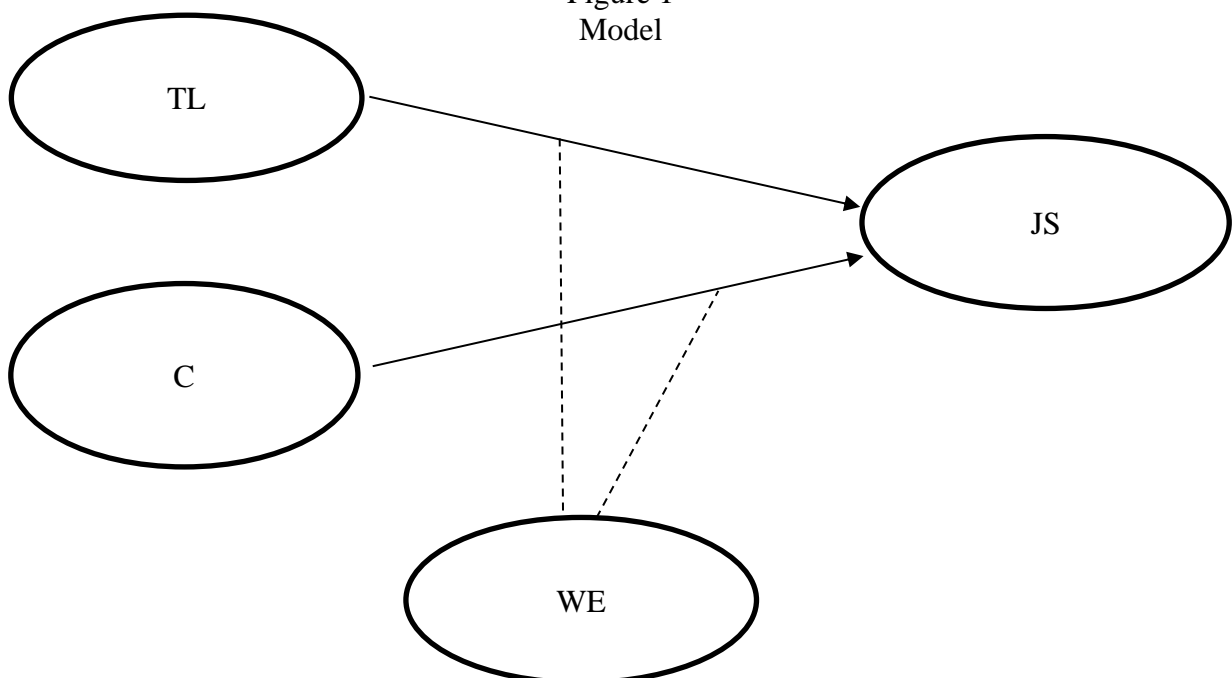
organizational commitment as follows: A strong desire to remain as a member, a desire to try hard according to the wishes of the organization, certain beliefs and acceptance of the organization's values and goals. Forms of organizational commitment are active commitment, continuation commitment, normative commitment, continuous commitment, integrated commitment, and controlled commitment. Kanter and Fairy in (Sopiah, 2008).

There are a number of studies that support researchers' assumptions (Lestari, 2004); (Hamid, 2016); (Hidayat, 2018); (Adhiputra, 2017) & (Riris Anggun, 2020) stated that commitment has a positive and significant effect on job satisfaction because if employees work with a strong commitment within themselves to complete their responsibilities, achieve the employee's vision, and be responsible for all existing risks. as well as potential risks that will occur. In contrast to previous studies, this research adds work environment variables as moderating variables which researchers believe can strengthen the influence of transformational leadership and commitment on employee job satisfaction. This research was conducted at Bank Mega which is spread throughout Indonesia.

2. RESEARCH METHODS

This research is quantitative research with an exlantly approach, namely research that uses previous research as material to find novelty in future research(Sugiyono, 2019). This research uses secondary data distributed through a questionnaire method to all Bank Mega employees spread throughout Indonesia, including KCP Bank Mega Karawang as a representative from the island of Java, KCP Bank Mega Riau as a representative from the island of Sumatra, KCP Bank Mega Samarinda as a representative from the island Kalimantan, and KCP Bank Mega Pare-Pare as representatives from the islands of Sulawesi and Papua(Jonathan Sarwono, 2016). The questionnaire distributed contained a 1-5 Likert scale containing agree, strongly agree, neither agree, nor disagree, and strongly disagree on 26 question items. Data analysis in this study used the PLS 3.0 analysis tool(Lexy J. Moleong, 2014). The variables used in this research consist of two independent variables including Transformational Leadership and Commitment, 1 dependent variable which includes Employee Job Satisfaction, and 1 moderating variable which covers the work environment with the following research model:

Figure 1
Model



Note :

TL : Transformational Leadership
 C : Commitment
 JS : Job Satisfaction
 WE : Work Environment

Hypothesis

H1: The relationship between Transformational Leadership on Job Satisfaction.
 H2: The relationship of Commitment on Job Satisfaction.
 H3: Work Environment can moderate Transformational Leadership on Job Satisfaction.
 H4: Work Environment can moderate Commitment on Job Satisfaction.

3. RESULT AND DISCUSSION

3.1 Result

Convergent Validity

Convergent Validity has a number of objectives, including validating the questionnaire items in this research. This research used 28 question items consisting of 8 question items for the Transformational Leadership variable, 8 question items for the commitment variable, 6 question items for the Work Environment variable, and 6 question items for the Job Satisfaction variable. Each question item is said to be valid if the factor loading value is above 0.60 (Ghozali, 2016):

Table 1
 Convergent Validity

Variable	Question Item	Loading Factor
Transformational Leadership (X1)	Rewards given by leaders when employees carry out their duties well	0.850
	Supervision of employees	0.825
	Deliberation when/when a decision will be made	0.871
	Reprimand if employees make mistakes	0.896
	The leader is a visionary	0.892
	A leader is like a motivator who raises employee enthusiasm for work	0.870
	Leaders demand that employees do their best in every job	0.893
	Leaders spread enthusiasm and joy to employees	0.876
Commitment (X2)	Employee pride in the company	0.896

	Employee happiness causes employees to work wholeheartedly and maximize the abilities they have for the company	0.895
	Emotional attachment between employees and the company	0.883
	Employee dependency on the company	0.875
	Employee concern for the company	0.899
	Employee loyalty to the company	0.890
	Employee contributions to the company	0.881
	The company's contribution to providing a decent life for every employee	0.887
Work Environment (Z)	Solar lighting in the work environment	0.967
	Availability of wife in the work environment	0.989
	Completeness of security officers in the company	0.995
	Cleanliness in the company environment	0.997
	Harmonious relations between employees	0.973
	Harmonious relationship between employees and superiors	0.951
Job Satisfaction (Y)	Salaries, compensation and bonuses are commensurate with the work completed by employees	0.891
	Opportunity for a salary increase if you do your job well	0.889
	Potential for promotion is good if you complete your work well	0.910
	Bosses value employees well	0.893

	Company regulations support employee work	0.911
	Employees enjoy every job well	0.879

Source: Data processed by researchers, 2023

Description : Valid >70

Based on the results of the table above, it can be concluded that the loading factor value for the 28 question items in this study is above 0.70. In this way, it can be concluded that all question items are valid and can be continued at the next stage.

Reliability Test

The reliability test is a test used to find out whether the latent variables in this research which include Transformational Leadership, Commitment, Job Satisfaction and Work Environment are reliable. Each latent variable is said to be reliable if the Composite Reliability and Cronbach's Alpha values are above 0.70 (Sarstedt et al., 2014):

Table 2
Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Cronbach Alpha
Transformational Leadership	0.870	0.910
Commitment	0.895	0.936
Work Environment	0.956	0.996
Job Satisfaction	0.896	0.947

Source: Data processed by researchers, 2023

Description : Valid >70

Based on the results of the statistics table above, it can be concluded that the Composite Reliability and Cronbach's Alpha values are above 0.70. Thus, all variables in the research, including independent, dependent and moderating variables in the research, are reliable(Sarstedt et al., 2014).

3.2 Discussion

Path Coefisien

The path coefficient or often called the path coefficient is a value that can determine the direction of the relationship between each variable. If the direction of the relationship is towards a positive number then the direction of the relationship is positive. Conversely, if the direction of the relationship is negative then the direction of the relationship is negative. Apart from that, the t-table value in this research must also be below the significance level, namely 0.05, so that the variable can be said to have an influence on other variables. The following are the results of the path coefficient in this research(Ghozali, 2016).

Table 3
Path Coefisien

	Variable	T-table	Information
Direct Influence	TL--->JS	0.011	Accepted
	C---> JS	0.004	Accepted
Moderation	WE*TL--->JS	0.000	Accepted
	WE*C---> JS	0.000	Accepted

Source: Data processed by researchers, 2023

H1: The relationship between Transformational Leadership on Job Satisfaction

Based on the path coefficient results above, it can be concluded that Transformational Leadership has a positive direction and has a significant influence on the Job Satisfaction variable because the t-table value is smaller than the 0.05 significance level, namely 0.011. This is in line with research (Susiawan & Muhid, 2015); (Faizal Roni, 2019); (Hartanto, 2021); (Nur Septi Aqmarina, Hamidah Nayati Utami, 2016) & (Jumaidi, 2019) because leaders who have a strong vision, motivation, and protect each employee can increase job satisfaction for employees. Based on this, it can be concluded that the first hypothesis in this research can be **accepted**.

H2: The Relationship of Commitment to Job Satisfaction

Based on the statistical results above, it can be concluded that the Commitment variable has a positive direction and a significant relationship with the job satisfaction variable because the t-table value of 0.004 is smaller than the significance level of 0.000. This is in line with research (Lestari, 2004); (Hamid, 2016); (Hidayat, 2018); (Adhiputra, 2017) & (Riris Anggun, 2020) which states that the Commitment variable has a positive direction and has a significant effect on the Job Satisfaction variable because commitment in employees will make employees loyal, comfortable and satisfied in every job given by the company. Based on this, the second hypothesis in this research can be accepted.

H3: Work Environment can moderates Transformational Leadership on Job Satisfaction

Based on the results of the table above, it can be concluded that the Work Environment variable can moderate the relationship between Transformational Leadership and Job Satisfaction because the t-table value of 0.000 is below the significance level of 0.05. Running side by side with the researcher's assumptions, there is a significant shift in values between direct testing of the Transformational Leadership variable on Job Satisfaction compared to moderation by the Work Environment variable, namely from 0.011 to 0.000. Due to this, the third variable in this research is **acceptable**.

H4: Work Environment can moderates Commitment on Job Satisfaction

Based on the results of the table above, it can be concluded that the Work Environment variable can moderates the relationship between Commitment and Job Satisfaction because the t-table value of 0.000 is below the significance level of 0.05. Running side by side with the researcher's assumptions, there is a significant shift in values between direct testing of the Commitment variable on Job Satisfaction compared to moderation by the Work Environment variable, namely from 0.004 to 0.000. Due to this, the third variable in this research is **acceptable**.

4. CONCLUSION

Based on the results of the explanation above, it can be concluded that the Transformational Leadership and Commitment variables have a positive and significant influence on Job Satisfaction because the t-table value for each variable is below the 0.05 significance level, namely 0.011 for the Transformational Leadership variable and 0.004 for the Commitment variable. Running side by side with the researcher's assumptions, there is a fairly large shift in values from direct testing of each Transformational Leadership and Commitment to Job Satisfaction variable compared to the moderated Work Environment variable, namely from 0.011 in direct testing of the Transformational Leadership variable to Job Satisfaction to 0.000 and 0.004 in direct testing the variable Commitment to Job Satisfaction becomes 0.000.

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