

Transformational leadership and organizational commitment: Moderator role of *pesantren* employee job satisfaction

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ABSTRACT

This study aimed to determine the level of transformational leadership style, employee job satisfaction, and organizational commitment in *pesantren* (Islamic boarding school) and assess the role of job satisfaction as a mediator in the relationship between transformational leadership style and organizational commitment. The study used the quantitative method by surveying 556 educators from each Darunnajah Islamic boarding school branch in Indonesia. Information examination utilized numerous relapse investigation to test the inquire about theory and progressive relapse examination to test the intervention speculation. The study found that transformational authority, representative work fulfillment, and organizational commitment at Islamic boarding schools were more than direct. In expansion, representative work fulfillment can intercede between transformational authority and organizational commitment.

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1. INTRODUCTION

Organization requires leaders and leadership [1]. The pioneer gets to be an indicator of the group's victory in arranging, executing, giving inspiration, and overseeing to attain common objectives within the gather [2]. Research related to leadership style in the context of *pesantren* (Islamic boarding school) is essential because there needs to be a more consistent perception of this aspect in the literature. For instance, Nugraha [2] and Rahmawati [3] argued that the leader in *pesantren* applies charismatic, dominant leadership. However, Isbah's research [4] showed that the leadership of *pesantren* tends to be individual, which limits the roles and initiatives of subordinates. Another researchers [5]–[10] indicated that leadership in *pesantren* generally applies a religious leadership style.

The *Kiyai* as the sole leader of the *pesantren*, often needs help to keep up with the increasing scope of influence of the *pesantren* with the improvement in the quality of its leadership [11]–[13]. The previous studies in this context focus on the *Kiyai* moderate leadership model issue. Several researches recognized four transformational authority practices, which speak to four fundamental components of transformational administration [14]–[16], included: i) Admired impact (charisma) stimulates solid feelings from adherents and recognizable proof with, and imitating of, the pioneer [16]–[18]; ii) Individualized thought includes giving back, support, coaching [15]–[18], appointment, exhortation, and criticism for utilize within the individual advancement of supporters [17]; iii) Mental incitement increments mindfulness of issues and

impacts adherents to see issues from a unused point of view [18]; iv) Rousing inspiration incorporates creating and communicating an engaging vision [15].

Recent studies detailed that this administration fashion emphatically influences the execution of workers [19] and bunches [20]. In expansion, inquire about conducted by Effelsberg, Solga, and Gurt [21] recommended that transformational administration emphatically relates to employees' readiness to show magnanimous pro-organizational behavior. In comparison, Morton *et al.* [22] prescribed that transformational authority is associated to anticipating laborer self-efficacy, self-determination, and commitment increases. Herzberg's Two-Factor Hypothesis [23] concluded that work satisfiers (shimmers) are related to work substance while work dissatisfiers (cleanliness components) are joined powers with to work setting. Shimmers relate to the work substance like accomplishment, confirmation, work itself, commitment and advance. In comparison, the cleanliness components relate to the work setting, such as company course of activity, organization, supervision, reward, interpersonal relations, executive, and working conditions [24]. Work fulfillment comprises six fundamental estimations: the work itself, pay, supervision, movements, co-workers, and working conditions [25].

Meyer and Allen made the Three-Component Appear of Organizational Commitment [26]. The demonstration was made to coordinated uni-dimensional organizational commitment concepts and can be a winning organizational commitment examination framework [27]. This shows that attitude is a component of organizational commitment that needs to be regulated. Each component speaks to how commitment is created and works to conduct suggestions. Continuation commitment creates as a reaction to conditions that result in expanded costs to take off; full of feeling commitment creates as a reaction to work encounters; and regulating commitment creates as a reaction to social weight [28]. Wardianto [29] found that high normative commitment from *pesantren* administrators indicates that the compatibility of personal values with values brought by the organization has a more critical role for *pesantren* administrators than extrinsic rewards, such as salary and facilities. To preserve great execution from instructing staff, organizational programs that can increment organizational commitment must be ceaselessly actualized by tertiary administration [30].

Recent studies have appeared that work fulfillment could be an arbiter between transformational administration and the behavior of organizational individuals [31] and between security climate and turnover purposeful [32]. The comes about of Utari *et al.* [33] illustrate that organization in a circuitous way impacts execution by capture work fulfillment. The comes almost shows up that work fulfillment highlights a basic capture portion between transformational organization and organizational commitment [34]. This relationship diagrams that work fulfillment intercedes within the relationship between transformational organization design and seen organizational commitment [35]–[37]. In development, it explores the potential capture portion of organizational commitment inside the relationship of specialist conduct with work comes about of work fulfillment and work execution in a non-western country (Joined together Center easterner Emirates) where multiculturalism may be a winning incorporate of the workforce. Based on these research problems, this study aims to determine the level of transformational leadership style, employee job satisfaction, and organizational commitment in Islamic boarding schools and assess the role of job satisfaction as a mediator in the relationship between transformational leadership style and organizational commitment.

2. RESEARCH METHOD

Figure 1 shows the conceptual framework for analyzing mediate between transformational leadership with organizational commitment. This research uses quantitative research methods. This research plan gives a quantitative or numerical depiction of a population's patterns, attitudes, or suppositions by examining a populace test. The preferences of utilizing quantitative investigative strategies are analyzing factors and generalizing the test to a more significant test or populace.

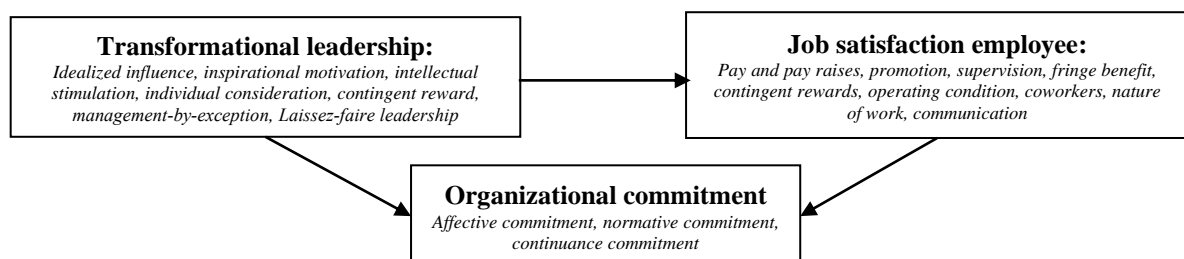


Figure 1. Conceptual frame work of job satisfaction employees mediate between transformational leadership with organizational commitment

The population of this study was 1,028 teaching staff at the Darunnajah Islamic boarding school spread across four branches: Jakarta, West Java, Banten, and outside Java. In detail, there are 424 teaching staff in the Jakarta branch, 360 teaching staff in West Java, 183 at the Banten branch, and 61 people outside Java. A sample is a collection of individuals or participants selected from the larger population for a survey [38]. The sample size will be calculated based on the Krejcie and Morgan table [39]. The sample size in this study was 566 educators.

Transformational leadership is measured by the Multifactor Leadership Questionnaire (MLQ) by Avolio and Bass [17]. MLQ comprises four measurements: i) Idealized impact; ii) Motivational inspiration; iii) Intellectual incitement; iv) Individual considerations [17]. Work fulfillment is measured utilizing the Minnesota Satisfaction Questionnaire (MSQ). The MSQ was created at the College of Minnesota Mechanical Relations Center as a portion of a Work Alteration Venture that considers degree fulfillment with different angles of work and the work environment [40]. MSQ comprises four estimations; work fulfillment, an agent of the nine components, stipend and raises, headways, supervision, benefits, startling rewards, working conditions, co-workers, nature of work, and communication. Organizational commitment is measured utilizing the Organizational Commitment Questionnaire (OCQ) by Meyer and Allen [26], which contains three estimations of organizational commitment: full of feeling commitment, controlling commitment, and continuation commitment.

The validity test instrument employments Exploratory Factor Analysis (EFA). EFA is a procedure in calculating examination whose overarching objective is recognizing the basic connections between the measured factors [41]. It ought to be utilized when the analyst has however to have an earlier theory around the figure or design of the variable being measured [42]. The t-reliability test for each variable is based on Cronbach's alpha value. Pallant [43] has shown a value of 0.60 and above as an acceptable reliability value.

The research data were analyzed using SPSS software. The following are the steps used by this research to analyze the data: i) Do a descriptive analysis; ii) Do Exploratory Factor Analysis; iii) To assess the reliability of each variable based on Cronbach's alpha value; and iv) Testing the hypothesis. Regression analysis can create results related to the relationship between factors and the course of the relationship, both positive and negative. The method proposed by Baron and Kenny [44] was taken after to test the intervening impact. Table 1 summarizes the outcomes of the inquiry into the validity and reliability of the research instruments utilized in this study. Based on this, the instruments employed in this study's variables and indicators are valid and reliable. This instrument can be used as a result of the mentioned test results.

Table 1. Instrument on transformational leadership, job satisfaction employe and organizational commitment

Variable	Dimension	Instrument	Loading factor	Cronbach's alpha	Description
Transformational leadership	Idealized influence	II ₁ – II ₃	0.694-0.784	0.635	V and R
	Inspirational motivation	IM ₁ – IM ₃	0.689-0.799	0.686	V and R
	Intellectual stimulation	IS ₁ – IS ₃	0.458-0.848	0.646	V and R
	Individual consideration	IC ₁ – IC ₃	0.620-0.768	0.630	V and R
	Contingent reward	CW ₁ – CW ₃	0.570-0.741	0.676	V and R
	Management-by-exception	MbE ₁ – MbE ₃	0.952-0.979	0.975	V and R
Job satisfaction employee	Laissez-faire leadership	LFL ₁ – LFL ₂	0.960-0.990	0.976	V and R
	Pay and pay raises	PPR ₁ – PPR ₄	0.498-0.751	0.660	V and R
	Promotion	P ₁ – P ₄	0.546-0.723	0.685	V and R
	Supervision	S ₁ – S ₄	0.781-0.841	0.844	V and R
	Fringe benefit	FB ₁ – FB ₄	0.689-0.965	0.924	V and R
	Contingent rewards	CW ₁ – CW ₄	0.508-0.679	0.798	V and R
	Operating condition	OC ₁ – OC ₄	0.592-0.702	0.636	V and R
	Coworkers	Cow ₁ – Cow ₄	0.508-0.679	0.604	V and R
	Nature of work	NF ₁ – NF ₄	0.944-0.977	0.988	V and R
	Communication	Com ₁ – Com ₄	0.716-0.807	0.824	V and R
Organizational commitment	Authentic commitment	AF ₁ – AF ₆	0.643-0.879	0.902	V and R
	Continuance commitment	CC ₁ – CC ₆	0.372-0.758	0.682	V and R
	Normative commitment	NC ₁ – NC ₆	0.387-0.672	0.611	V and R

V=valid; R=Reliable

3. RESULTS

Research on the level of transformational administrative style, representative work fulfillment, organizational commitment, and the relationship between transformational authority and organizational commitment through worker work fulfillment factors have been analyzed through expressive and parametric measurable tests. The comes about of this ponder can be seen within the Table 2 to Table 6, respectively. Table 2 illustrates that the level of transformational leadership style is in the medium category ($M=3.67 > 3.90$) with a standard deviation=0.84. In addition, the level of employee satisfaction is in the

medium category ($M=3.64 > 3.90$) with a standard deviation= 0.89 . Furthermore, the level of organizational commitment is in the medium category ($M=3.49 > 0.39$) with a standard deviation= 0.87 . Table 3 shows that transformational leadership a positive and critical relationship to organizational commitment ($\beta=.962, p>0.000$). The significance of the relationship between transformational leadership and organizational commitment ($T=82.833; p=.000$).

Table 2. Descriptive statistics for variables

Variables	Mean	Std. Deviation
Transformational leadership	3.67	.84
Job satisfaction employee	3.64	.89
Organizational leadership	3.49	.87

Table 3. Multiple regression result for transformational leadership to organizational commitment

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.426	.735		3.301	.001
Transformational leadership	.785	.009	.962	82.833	.000

a. Dependent variable: organizational commitment

Table 4 finds that the relationship between transformational leadership and organizational commitment is positive and basic ($\beta=0.561, p>0.000$) when referees are controlled. In a sense, that work fulfillment can mediated the relationship between transformational leadership and organizational commitment. It appears up that operator work fulfillment intercedes the relationship between transformational pro and organizational commitment.

Table 4. Regression analysis result for transformation leadership and organizational commitment

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.432	.854		-2.847	.005
Transformational leadership	.702	.011	.938	63.746	.000
2 (Constant)	-4.792	.755		-6.346	.000
Transformational leadership	.303	.030	.406	10.058	.000
Employee job satisfaction	.264	.019	.561	13.905	.000

a. Dependent variable: organizational commitment

As presented in Table 5, it is found an essential relationship between transformational leadership and organizational commitment ($F=4063.610; p=0.000$). The significance of the relationship between transformational leadership and organizational commitment mediating agent work fulfillment ($F=2833.906; p=0.000$). Table 6 shows that the contribution of transformational leadership to organizational commitment is 88%. Meanwhile, the contribution of transformational leadership to organizational commitment mediates 91.1% of employee job satisfaction.

Table 5. ANOVA transformational leadership and organizational commitment

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	21248.806	1	21248.806	4063.610	.000 ^b
	Residual	2896.892	554	5.229		
	Total	24145.698	555			
2	Regression	21999.262	2	10999.631	2833.906	.000 ^c
	Residual	2146.435	553	3.881		
	Total	24145.698	555			

a. Dependent variable: organizational commitment;

b. Predictors: (Constant), Transformational leadership;

c. Predictors: (Constant), Transformational leadership, Employee job satisfaction

Table 6. Model summary transformation leadership and organizational commitment

R	R Square	Adjusted R Square
.938 ^a	.880	.880
.955 ^b	.911	.911

a. Predictors: (Constant), Transformational leadership;

b. Predictors: (Constant), Transformational leadership, Employee job satisfaction

4. DISCUSSION

According to the research findings, the transformative administration variable is high ($M=3.67$). Sarwar *et al.* [45] confirmed these findings by stating that the average of transformative leadership was 3.81 (stature) [45]. According to the study by Eliyana, Ma'arif, and Muzakki [37], the average score of the variable transformative administration is quite high (4.13). According to research, the average score for transformative leadership is 3.80 (high).

Transformational leadership style is 3.54 (moderate) followed by transactional leadership style [46]. Transformational leadership is defined as the process of influencing major changes in the attitudes, beliefs, and values of followers to the point where organizational goals and the leader's vision are internalized and followers perform above expectations [18], [47], [48]. The MLQ survey given by Bass dan Avolio [14] surveyed transformational administration, comprising 20 things. The survey utilized has four subscales: idealized impact, motivational inspiration, mental incitement, and individualized thought [49]. It is in line with previous studies, that transformational authority is the capacity of a pioneer to work through other individuals in ideally changing organizational assets to realize objectives by accomplishing foreordained targets [50]–[52]. In addition, change followers' values to back the organization's vision and objectives by cultivating an environment where connections can be shaped and building a believe climate where dreams can be shared [53].

Bass and Avolio [14] recognized four components of transformational leadership: improved motivation, ideal influence, personalized thinking, and mental encouragement [54]. Bass identified four transformational administration systems that meet four fundamental components of transformative leadership [14], [15], included: i) Idealized affect (charisma) invigorates strong sentiments from aficionados and recognizing verification with, and mirroring of, the pioneer [14], [15], [18]; ii) Individualized thought includes giving back, support, coaching [16]–[18], [48], designation, exhortation, and criticism for utilization within the individual advancement of devotees [55]; iii) Mental incitement increments mindfulness of issues and impacts devotees to see the problems from a modern point of view [18]; iv) Uplifting inspiration incorporates creating and communicating an engaging vision [17].

The transformational leadership indicators employed in this study were operationalized by Robbins and Judge [56], comprising of: The charismatic impact of transformational leadership, in which leaders are liked, respected, and copied by their subordinates in order to provide a sense of ease in discussing and working on any work challenges; The capacity of leaders to motivate their subordinates to notice things that were tough for me to see at first; Intellectual stimulation is the attitude of superiors telling and encouraging a subordinate to perform a good job and do it correctly in an understandable manner. Individual consideration that it is the supervisor's attitude that encourages their subordinates not to make their own judgments when there are issues in the workplace.

Within the setting of *pesantren*, a few Muslim researchers considered the transformational authority executed by *Kyai* in driving *pesantren* in Indonesia [57]–[59]. Concurring to Bashori [60], *Kyai* may be a part show for all *pesantren* communities (idealized impact), rouses and spurs them (uplifting inspiration), fortifies thoughts and considerations to the subordinates to create *pesantren* (scholastic inspiration), and tunes in to their recommendations and desires (individualized thought). Several researchers [57], [61] contended that transformational authority is more suitable for driving present-day *pesantren* (cutting-edge Islamic boarding schools) due to its complexity in embracing a coordinates instruction framework that covers formal, non-formal, and casual educational modules.

The results revealed that work satisfaction was moderate ($M=3.64$). According to the findings of Sarwar *et al.* [45], the mean value of work satisfaction is 3.73. According to Eliyana, Ma'arif, and Muzakki [37], the mean value of work satisfaction was found to be 3.67 [49], while the mean value of overall job satisfaction was calculated as 3.44 (high) [62]. Wages, working conditions, quality of supervision, coworkers, job kind, job security, and prospects for advancement are all elements that impact job satisfaction, based on the study by Robbins and Judge [56]. Individual elements that influence job satisfaction include needs and interests, values espoused, personality features, and previous experience. Content employees improve client happiness and loyalty, as well as constructive OCB and effective performance [56]. Job satisfaction is an emotion that either reinforces or does not reinforce employees' relationship with their job

and with themselves. Wages, career growth prospects, interactions with other workers, work placements, types of work, corporate organizational structure, and supervision quality are all factors of workplace emotions. In contrast, self-emotions are associated to personal portrayal, such as age, health issues, talents, and education [63].

According to Davis and Newstrom [64], job satisfaction is characterized as a set of benefits or sentiments of advantage and feeling that representatives appear towards their work. Job satisfaction is a demeanor of feeling that generally viable, approximately likes and loathes for something related to their work. Kinicki *et al.* [54] characterized job satisfaction as a full of feelings or enthusiastic reactions to different perspectives of one's work. Agreeing with Robbins and Judge [56], job satisfaction is characterized as a common state of mind of a person towards his work, charming or obnoxious excited states with workers seeing their work [65], and a set of employees' sentiments approximately satisfying or disappointing their work [66]. This ponder employments markers of work satisfaction fulfillment, agreeing to Robbins [56], which incorporates: work, compensation, advancements, and co-workers.

The result of this research showed organizational commitment is moderate ($M=3.49$). These research results are not according the research by Sarwar *et al.* [45], the mean value of organizational commitment is 3.49 (moderate category). According to Eliyana, Ma'arif, and Muzakki [37], for the variable organizational commitment, the mean score is 3.95 (high). The mean value of organizational commitment of 3.64 [49]. The mean value for organizational commitment was calculated as 3.28 based on the previous research [62]. The level of organizational commitment among study sample members at Jordanian banks was moderate, with a mean of 3.66 [46].

Robbins and Judge [56] characterized organizational commitment as employees' states of intellect towards the organization in which they work. Organizational commitment as a state of intellect is individuals' need to remain inside the organization, their endeavors for the organization, and their affirmation of the organization's values and goals. Organizational commitment has been depicted as comprising of two builds – full of feeling and continuation [67]. According to previous study [68], the illustration of organizational commitment consist of: i) Enthusiastic commitment: this insinuates to the employee's energetic association to, distinguishing proof with, and affiliation inside the organization; ii) Directing commitment: this insinuates to the employee's estimations of commitment to stay with the organization; and iii) Continuation commitment: this insinuates to the commission based on the costs that the agent accomplishes with taking off the organization.

This examination appeared that transformational administration incorporates a direct and vital commitment to organizational commitment and is intervening by specialist work fulfillment by suggestion. Past examinations have found that transformational administration is less critical in extending teachers' organizational commitment. It is separated with, for the event, considers conducted by previous researchers [37], [69]–[72]. Transformational pioneers are expected to likely have people with an lifted level of commitment, dedication, and work fulfillment to the organization since they propel, brace, consider and make their potential [55]. Umiarso and Muhith [58] found that transformational authority reasonably affected *pesantren* organizational culture enhancement and in the long run made strides in *pesantren* civitas's execution and work result, especially organizational commitment. Schein [73], Tohidi, and Jabbari [74] found that transformational administration is emphatical.

These disclosures maintained past contemplations related to transformational administration and organizational culture [73]–[76]. Schein [73] found that transformational administration unequivocally relates to the organizational culture in which pioneers and people share the same goals, dreams, and values. Other than, compared to other organizational social orders in common, *kyai's* transformational authority reasonably affected *pesantren* organizational culture progression and changes, frequently based on Islamic values [58]. Transformational administration impacts work fulfillment, and work fulfillment impacts laborer execution. Sobel test comes around appears that work fulfillment can intervened [77].

The comes almost of Utari's examination [33] illustrates that specialist, by suggestion, impacts execution by interceding in work fulfillment. Concurring to work fulfillment, this examination, in portion, intercedes the relationship between organization styles and laborer commitment [78]. The work fulfillment variable is considered an mediator of organization design with organizational commitment [79], [80]. Charismatic organization and work-life alteration affect organizational commitment through agent work fulfillment [81]. Transformational organization impacts work fulfillment, and work fulfillment impacts agent execution, Sobel the test illustrates that work fulfillment can intervened [77].

5. CONCLUSION

This study essential knowledge to the role employe job satisfaction as mediation leadership style on employee's organizational commitment in Islamic boarding schools. The level of transformational authority, worker work fulfillment and organizational commitment of Islamic boarding schools' representatives are

within the medium category. This ponder gives an observational depiction of the part of representative work fulfillment as a go between transformational administration styles and worker organizational learning so that it can be concluded that representative work fulfillment can intercede the relationship between transformational administration and organizational commitment.





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