

## Original Research Article

# Job Satisfaction as a Mediating Variable between Transformational Leadership Style and Work Environment on Organizational Commitment

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### ABSTRACT

**Aims:** This study examines the role of job satisfaction as a mediating variable between transformational leadership and work environment on organizational commitment.

**Study design:** This study uses a quantitative approach with a questionnaire data collection method.

**Place and Duration of Study:** This research was conducted on employees of the Maternity Clinic A and Maternity Clinic B in Purwokerto, totaling 140 respondents from 212 employees, between December 2023 – January 2024.

**Methodology:** This study was conducted on employees of Maternity Clinic A and Maternity Clinic B in Purwokerto, as many as 140 respondents out of 212 employees, between December 2023 - January 2024.

**Results:** By using a significance level of 5%, the results of the analysis calculations prove that Transformational Leadership, Work Environment and Job Satisfaction have a positive and significant effect on Organizational Commitment. Transformational Leadership and Work Environment have a positive and significant effect on Job Satisfaction Commitment. And the mediation results show that Job Satisfaction cannot mediate the relationship between Transformational Leadership and Work Environment on Organizational Commitment.

**Conclusion:** The results of this study indicate that leaders who implement good Transformational Leadership and Work Environment practices can increase Job Satisfaction, but cannot significantly increase Organizational Commitment.

*Keywords: Transformational Leadership Style, Work Environment, Job Satisfaction, Organizational Commitment*

### 1. INTRODUCTION

Industry Human Resources (HR) has an important involvement to determine the progress of the industry, along with investment and technology (Santoni et al., 2021). The availability of Human Resources (HR) can be the key to increasing industrial productivity, both in short and long term planning (Hernandi & Tamtana, 2020). Human resources are also a dominant factor that can increase company competitiveness (Widyaningsih & Rahma, 2022). A maternity clinic is a clinic that provides specialised health services for pregnant women (Mauliana et al., 2021). Good human resource management cannot be separated from the contribution of human resource management implemented (Bagis & Darmawan, 2022). The existence of human resources with strong character can be a determining factor in building solid competitiveness (Sudarma, 2022). Employees who have perceptions and understandings that are in line or in line with company goals and values

can make a significant contribution to the growth and development of the company (Santoni et al., 2021).

Successful organizational management is often closely related to management's ability to manage Human Resources (HR) commitment (Prasetiyo et al., 2020). Organizational commitment is a relationship between a person and an organization, where the person has confidence in the company, voluntarily prioritises the company's interests and has a strong desire to remain in the company (Hisan & Hamid, 2020). Employees who have identified their position in an organization have a level of commitment (Mardikaningsih & Darmawan, 2021). Employees who have low commitment will harm the organization (Arifin & Darmawan, 2021).

Style describes an attitude, traits and skills that underlie a person's behavior (Andi et al., 2023). An approach that focuses on developing and empowering individuals to achieve common goals and produce positive changes in the organization is called transformational leadership style (Arumsari & Prayekti, 2022). Leadership played by a company manager can integrate a match for the motivation of the spirit of work to be able to achieve maximum targets, a leader must be able to strengthen the loyalty, trust, participation, and motivation of his employees (Santoni et al., 2021). Transformational leaders, gain support, generate enthusiasm and share the idea of followers reciting the vision of the body, share attention and urge the maintenance of a bond of relief activities (Siburian, 2023). Transformational leadership is one of the leadership styles that is viewed as more complete and also has many advantages (Siburian, 2023).

The work environment is not only a place to carry out work tasks, but also a means of supporting the smooth work process to create a conducive and pleasant work atmosphere (Siahaan & Bahri, 2019). The condition of the work environment determines how employees feel when doing work (Irfan, 2022). The work environment in a company must be considered because it has a direct impact on employees (Kurniawan & Nurohmah, 2022). The work environment will also improve performance which has an impact on job satisfaction (A. R. Putra et al., 2020). Another study mentioned that the significant role caused by the work environment which ultimately led to high feelings about job satisfaction (Irfan, 2022).

Fulfilled job satisfaction and dissatisfaction with work can have a direct impact on the level of organizational commitment (Hasan, 2019). The results of Qadar, (2022) state that transformational leadership and job satisfaction have a positive and significant effect. According to Siburian, (2023) states that transformational leadership has a significant effect on organizational commitment. The work environment is directly related to employees who must be considered (Kurniawan & Nurohmah, 2022). The work environment with organizational commitment has a positive and significant effect (Gunawan & Ardana, 2020). However, other research states that the work environment has no effect on job satisfaction (Rodhiyatu & Saragih, 2020). Meanwhile, other studies also explain the negative effect of the work environment on organizational commitment (Santoni et al., 2021). Job satisfaction can mediate transformational leadership and organizational commitment (Bhaskara & Subudi, 2019). Job satisfaction indirectly mediates the work environment on organizational commitment (Santoni et al., 2021).

This study develops research from (Triyani & Hatta, 2022) the effect of transformational leadership style on organizational commitment, then the researcher adds the independent

variable work environment and the mediating variable job satisfaction from research (Santoni et al., 2021). The benefits of this research can be taken into consideration for companies to make decisions.

## **2. LITERATURE REVIEW**

### **2.1 Two Factor Theory**

Herzberg's theory states that in every job there are two factors, namely "maintenance factors" and "motivator factors" (Suriyana, 2021). The two-factor theory states that job satisfaction is influenced by two factors, namely hygiene and motivational (Rumangkit & Kusumaningtyas, 2023). This theory explains Herzberg's Hygiene-Motivation theory, including elements such as basic working conditions, interaction with co-workers, leadership style, and job security. These factors are considered prerequisites that need to be fulfilled to reduce dissatisfaction (Yashak et al., 2020). In Herzberg's theory, the factors identified as hygiene factors are policies and administration, supervision of technicians, personal relationships with superiors, peers, subordinates, intensive/allowances, security at work, personal life and work situation (Suriyana, 2021). The loss of these factors can lead to dissatisfaction and absenteeism and increased employee turnover (Puspita, 2022).

Meanwhile, motivational factors are factors that focus more on factors that can increase employee motivation and job satisfaction (Rumangkit & Kusumaningtyas, 2023). Included in the motivational factors are personal achievement, recognition, the work itself, responsibility, opportunities for advancement and the possibility to develop and get promoted (Bunawan & Turangan, 2021). Motivational factors according to Herzberg are more focused on aspects of work that are intrinsic and provide positive satisfaction, some of the motivational factors identified by Herzberg involve the work itself and the experience gained from doing it (Riyan Utamii et al., 2023). Motivator factors are directly related to the content of job content (Phing & Karuppanan, 2022). Motivator factors can motivate a person to achieve satisfaction at work (Phing & Karuppanan, 2022). Two-factor theory is used to explore the level of employee satisfaction (Rumangkit & Kusumaningtyas, 2023). Among the motivating factors include achievement, recognition, promotion, own work and opportunities for growth and responsibility (Phing & Karuppanan, 2022). The theory is able to explain that employees will be able to feel satisfied or dissatisfied with motivational and hygiene factors (Rumangkit & Kusumaningtyas, 2023).

### **2.2 Transformational Leadership Style and Commitment Organizational**

A style that can motivate and influence its members so that feelings of loyalty to the company arise is a good leadership style (Andi et al., 2023). Transformational leadership style is a way in which a leader tries to increase followers' understanding of the right and meaningful things and motivate followers to carry out things that go beyond dreams that can happen (Siburian, 2023). The concept of leadership, and more specifically, the leadership style that can motivate and guide subordinates to achieve organizational goals (Hamsal, 2021). Transformational leaders must possess the key principles of transformational leadership, as well as uphold what their subordinates need (Qadar, 2022). The importance of improving leadership styles and strengthening relationships between leaders and employees to increase company productivity (Siburian, 2023).

The level of organizational commitment can be observed through the extent to which employees are involved in job tasks. The higher the employee's involvement in work, the more likely their level of commitment will be higher (Bela et al., 2022). To maintain

organizational commitment, the role of a leader is crucial and effective is considered as the main prerequisite (Ramadhan et al., 2020). Everyone must have a drive that is able to develop the willingness to work with enthusiasm and confidence, but not only the willingness to work (Yumhi & Deddy, 2020). According to Siburian, (2023) states that transformational leadership style has a significant effect on organizational commitment.

**H1: Transformational Leadership Style has a positive and significant effect on Organizational Commitment.**

### **2.3 Work Environment and Commitment Organizational**

The work environment includes all facilities and infrastructure around employees that have the potential to affect job performance (Zulher, 2020b). The work environment consists of the duration of work, safety and security of work, interaction with colleagues, the need for appreciation and top administration in the workplace (Putra & Mardikaningsih, 2021). The work environment leads to the atmosphere of the organization where employees work (Putra & Mardikaningsih, 2021). Employees will be more focused on working if a comfortable work environment is created (Tamali & Munasip, 2019). The discomfort of the work environment will have an impact on reducing employee morale, decreasing performance and employee dissatisfaction with their work (Aliya & Saragih, 2020). Employees are one of the important assets for the company, the company must be able to create a positive work environment which will have an impact on employee work activities (Tamali & Munasip, 2019). The right work environment can create comfort and act as an important factor to increase work effectiveness and efficiency. On the other hand, an inappropriate work environment can cause a decrease in the level of performance and service from employees (Zulher, 2020b).

Organizational commitment is the relationship between employees and the organization, which influences the decision whether employees will choose to stay or leave the organization. It includes employees' level of attachment, loyalty, and identification with the organization they work for (Frimayasa & Lawu, 2020). Organizational commitment can also be formed through a supportive work environment, providing employees with support to carry out their duties and obligations (Putra & Mardikaningsih, 2021). Committed employees will show indications of identification with organizational goals, feelings of being an integral part of the organization, and loyalty to the organization (Frimayasa & Lawu, 2020). The existence of organizational commitment will be able to make employees maintain what must be maintained in their current position, to maintain an organization there must be a commitment that makes an employee's ultimate goal clear (Edwardal., 2022). Organizational commitment reflects the level of trust of an employee, which then encourages the employee's desire to remain in the company (Aisyah, 2020). According to Putra et al., (2020) stated that the environment is proven to have a significant influence on organizational commitment (Gunawan & Ardana, 2020). There is a positive and significant effect (Asi et al., 2021; Surito et al., 2019).

**H2: Work Environment has a positive and significant effect on Organizational Commitment.**

### **2.4 Transformational Leadership Style and Job Satisfaction**

The role of leadership has a crucial role as a determining factor in achieving the company's vision, mission, and goals (Arumsari & Prayekti, 2022). Effective leaders apply a leadership style by understanding individual subordinates, understanding their strengths and weaknesses, and knowing how to utilise the strengths of their subordinates (Ramadhan et al., 2020). The leadership model adopted by a leader will have an impact

on organizational strategy, both in the short and long term (Tamali & Munasip, 2019). Transformational leadership describes leaders who have charisma and participate strategically in guiding the organization to achieve corporate goals (Qadar, 2022). Transformational leaders tend to take initiatives, lead with concrete steps, and guide the thoughts, opinions, and actions of their followers through their influence (Prayekti & Pangestu, 2022). This ability is not easy to have for everyone, because leadership requires maturity in thinking and behavior, and also requires creativity and courage in leading, especially being able to set a good example to subordinates (Afandi & Bahri, 2020).

In an effort to create job satisfaction, effective leadership is a very important need (Tamali & Munasip, 2019). Job satisfaction is an emotional response experienced by an employee towards their job, including positive and negative feelings that can affect the level of work productivity (Bunawan & Turangan, 2021). Job satisfaction can be seen from how a person makes a change in the characteristics of his job (Saputra, 2021). Performance satisfaction can have a significant impact in the work environment, assuming that satisfied employees tend to make the best contributions in the institutions where they work. In addition, the function and level of employee positions also play a role in influencing job satisfaction (Hasan, 2019). Measuring the level of job satisfaction can be used to determine organizational policies (Tamali & Munasip, 2019). If employees feel satisfied with their work, it will create loyalty to the company, and if on the contrary employees will feel restless, uncomfortable which can eventually lead to resignation from the company (Aliya & Saragih, 2020). The level of satisfaction felt by individuals will tend to be higher if there are many aspects according to the wishes of employees in the workplace environment (Tamali & Munasip, 2019).

According to Hasan, (2019) shows that clear, supportive, and motivating leadership can build employee morale and engagement, which in turn can contribute positively to organizational success (Sugiono & Lumban Tobing, 2021). Transformational leadership has a positive effect on satisfaction partially (Aswara & Kurniawan, 2023). Research conducted by Habibi et al., (2022) states that there is a direct and irrelevant impact. Meanwhile, according to Prayekti & Pangestu, (2022) there is no influence.

**H3: Transformational Leadership Style has a positive and significant effect on Job Satisfaction.**

## **2.5 Work Environment and Job Satisfaction**

The work environment includes all facilities and infrastructure that affect the implementation of employee work (Pradana & Santoso, 2021). One of the important issues in organizations is to be able to create situations so that employees get individual satisfaction and how to get employees to work optimally (Zulher, 2020a). A poor working environment does not support an efficient work plan (Tamali & Munasip, 2019). A relaxed atmosphere tends to reduce levels of distraction and stress, which in turn can increase the efficiency of one's work (Aliya & Saragih, 2020). The work environment is considered good when employees can perform their job duties optimally, in healthy, safe, and comfortable conditions (Tamali & Munasip, 2019).

The creation of job satisfaction must pay attention to the work environment of the organization (Tamali & Munasip, 2019). Job satisfaction is an emotional condition in which an employee feels a level of joy or dissatisfaction, which is based on personal feelings, viewpoints, and behavior in carrying out job duties, as well as along with the surrounding situation (Pradana & Santoso, 2021). Job satisfaction is a condition in which a person has

a happy feeling towards his job (Zulher, 2020b). A supportive, comfortable, and positive work environment can make a positive contribution to employees' feelings of pleasure and satisfaction in carrying out their job duties (Lestari et al., 2020). Employees who feel they are in a comfortable environment will cause job satisfaction (Putra & Mardikaningsih, 2021).

The work environment partially affects job satisfaction (Lestari et al., 2020). There is a positive and significant influence on the work environment with job satisfaction (Saputra, 2021). According to Rodhiyatu & Saragih, (2020), there is a positive and significant influence both partially and simultaneously. However, another study states that there is a negative and insignificant effect of the work environment on employee job satisfaction (Rodhiyatu & Saragih, 2020).

**H4: Work Environment has a positive and significant effect on Job Satisfaction.**

## **2.6 Job Satisfaction and Commitment Organizational**

Employee job satisfaction is fulfilled or employees' unwillingness to do their jobs can affect organizational commitment (Hasan, 2019). Job satisfaction is a high level of deep satisfaction that will cause pleasure for employees (Kurniawan & Nurohmah, 2022). If employees do not get satisfaction at work, they will feel bored because of the demands of the job, so that it can hinder a job and the way it is completed is not optimal (Zulher, 2020b). An employee's level of satisfaction in the world of work can affect the extent to which they are willing to commit and remain part of the organization (Hasan, 2019). When an employee is satisfied with his job, he will do his job duties optimally (Putra & Sudibya, 2019). Conversely, if an employee is dissatisfied with their job or work environment, they may feel forced or less motivated to carry out their duties optimally (Kurniawan & Nurohmah, 2022).

Building and maintaining organizational commitment is an important aspect of achieving organizational success (Andi et al., 2023). A committed employee will show identification with organizational goals, have a feeling of being an integral part of the organization, and show loyalty to the organization (Frimayasa & Lawu, 2020). The existence of organizational commitment will be able to make employees maintain what must be maintained in their current position, to maintain an organization there must be a commitment that makes an employee's ultimate goal clear (Edwardal, 2022). Organizational commitment reflects the level of trust an employee has in the company, so that employees feel the desire to remain in the organization (Aisyah, 2020). High commitment can lead to a high sense of responsibility emotionally to the company (Putra & Sudibya, 2019).

According to Nuryadi et al., (2020) job satisfaction can be a driver of the formation of organizational commitment. Similar research also states that organizational commitment and employee job satisfaction have a positive and significant influence (Suryani, 2023). Job satisfaction can also increase organizational commitment in the company (Putra & Sudibya, 2019). There is a positive influence of job satisfaction on organizational commitment (Siregar, 2020).

**H5: Job Satisfaction has a positive and significant effect on Organizational Commitment.**

## **2.7 The Mediating role of Job Satisfaction in the relationship between Transformational Leadership Style and Organizational Commitment**

Job satisfaction is the most important part in influencing employee productivity patterns in doing their jobs (Saputra, 2021). Job satisfaction also serves as an indicator of the feelings felt by employees towards work and the organization. Therefore, organizations should pay attention to employees' job satisfaction to understand their level of satisfaction and well-being (Aliya & Saragih, 2020). An individual's review of his or her job, supervision by the leader and aspirations given can be the main focus of an organization in increasing job satisfaction (Bunawan & Turangan, 2021). Job satisfaction can have an impact on organizational commitment. When employees feel satisfied with the company regarding their performance, this can increase their commitment to the company (Yulianingsih & Rahyudi, 2020).

Fulfilled or unfulfilled job satisfaction can have an impact on the level of employee commitment to the organization (Hasan, 2019). If employees do not get satisfaction at work, they will feel bored because of the demands of the job, so that it can hinder a job and the way it is completed is not optimal (Zulher, 2020b). To create job satisfaction, good leadership is needed (Tamali & Munasip, 2019). In an effort to increase organizational commitment, the role of leadership style is crucial. Someone who is able to influence others to act according to direction is called leadership (Bhaskara & Subudi, 2019).

There is a positive and significant effect of transformational style with organizational commitment by including job satisfaction as a mediating variable (Arumsari & Prayekti, 2022). Job satisfaction can mediate transformational leadership on organizational commitment (Bhaskara & Subudi, 2019). Job satisfaction significantly mediates transformational leadership and organizational commitment (Bhaskara & Subudi, 2019).

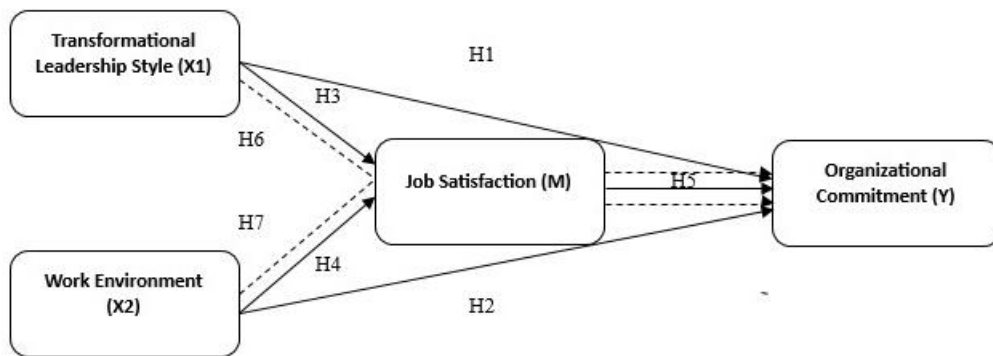
**H6: Satisfaction mediates the relationship between Transformational Leadership Style and Organizational Commitment.**

## **2.8 The Mediating role of Job Satisfaction in the relationship between Work Environment and Organizational Commitment**

Job satisfaction is an employee's perception of the extent to which one's job fulfills all aspects that are considered important, which is reflected through work results (Harahap & Khair, 2019). Transformational leadership can strengthen the relationship between individual job satisfaction and their commitment to the organization (Yulianingsih & Rahyudi, 2020). High job satisfaction tends to increase employees' involvement, loyalty, and identification with the organization where they work (Hasan, 2019). The level of job satisfaction can increase organizational commitment. The higher the job satisfaction, the greater the motivation of employees to increase their commitment to the organization, on the other hand, a low level of satisfaction can have a negative impact on the level of commitment and motivation of employees (Yulianingsih & Rahyudi, 2020). Employees who are satisfied with their jobs and work environment tend to have a strong commitment to the organization (Bhaskara & Subudi, 2019).

High job satisfaction in an employee has the potential to increase organizational commitment, especially through the influence of transformational leadership (Bhaskara & Subudi, 2019). A conducive work environment tends to create conditions that support the formation of organizational commitment in an employee (Siregar, 2020). Other studies also mention the same thing that partially and simultaneously the work environment has a positive and significant effect on job satisfaction (Tamali & Munasip, 2019). The work environment indirectly through mediation of job satisfaction affects organizational commitment (Santoni et al., 2021).

**H7: Satisfaction mediates the relationship between Work Environment and Organizational Commitment.**



**Fig. 1. Conceptual Model**

**3. MATERIALS AND METHODS**

This type of research is a quantitative research development from previous research conducted by (Triyani & Hatta, 2022). The difference with previous research lies in the population, sample and year of research. The population in this study were 212 employees who came from 83 employees of Maternity Clinic A and 129 employees of Maternity Clinic B. Researchers took a sample for respondents by calculating using the slovin formula with a margin of error. Researchers took a sample for respondents by calculating using the slovin formula with a 5% margin of error which resulted in a sample size of 140 samples. The sampling technique used was quota sampling (Suliyanto, 2018) by setting a quota based on the proportion of each maternity clinic. This research was conducted using Partial Least Square analysis. Data collection was carried out by distributing research questionnaires indirectly.

Sociodemographics and job profiles of respondents reported by the researcher include name, position/field, agency origin, gender, age, last education, employee status and length of service. This study uses a 5-point Likert scale, namely (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree. Transformational leadership style is measured using 11 statement items adapted from 4 indicators, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration developed by (Sari et al., 2017) which were adapted from (Robbins & Judge, 2013). Respondents were asked to evaluate their perceptions of their superiors. Organizational commitment is measured using 11 question items adapted from 3 indicators, namely Affective Commitment, Continuance Commitment and Normative Commitment developed by (Sari et al., 2017) adapted from (Allen & Meyer, 1990). Job Satisfaction is measured using 12 question items adapted from 5 indicators, namely Pay, Job, Promotion Opportunities, Supervisor and Co Workers developed by (Sari et al., 2017) which were adapted from (Fu et al., 2011). The work environment is measured using 7 question items adapted from 7 indicators, namely lighting, air temperature, noise, use of color, necessary space for movement, job security and relationships between employees developed by (Octarina & Ardana, 2022) which was adapted from (Sedarmayanti, 2011).

#### 4. RESULT AND DISCUSION

The respondents of this study were 140 employees from two maternity clinics in Purwokerto. The distribution of respondents at each clinic was carried out evenly according to the side quota method. The gender of the respondents was predominantly female. The age of respondents was dominated by employees aged 20 - < 30 years. The education level of respondents was dominated by Diploma (D3) which was dominated by midwives. The length of work of most respondents is 1 - 3 years. The following is a detailed demographic table of the collected questionnaires.

**Table 1. Demographic profile**

| Descriptive Analysis Table |                     |           |            |
|----------------------------|---------------------|-----------|------------|
| Identity                   | Group               | Frequency | Percentage |
| Origin agency              | Maternity Clinic A  | 55        | 39,28      |
|                            | Maternity Clinic B  | 85        | 60,71      |
| Position                   | Pharmacy            | 12        | 8,57       |
|                            | Management          | 3         | 2,14       |
|                            | Waiter              | 4         | 2,85       |
|                            | Cook                | 9         | 6,42       |
|                            | Administration      | 11        | 7,85       |
|                            | CS                  | 12        | 8,57       |
|                            | Staffing            | 5         | 3,57       |
|                            | Pharmacist          | 4         | 2,85       |
|                            | Security            | 2         | 1,42       |
|                            | Case. Environment   | 2         | 1,42       |
|                            | Finance             | 5         | 3,57       |
|                            | Laboratory          | 9         | 6,42       |
|                            | Nurse               | 14        | 10         |
|                            | Registration        | 2         | 1,42       |
|                            | Midwife             | 25        | 17,85      |
|                            | Driver              | 3         | 2,14       |
|                            | Laundry             | 3         | 2,14       |
|                            | Infrastructure      | 2         | 1,42       |
|                            | RM                  | 3         | 2,14       |
|                            | Technician          | 6         | 4,28       |
| Cashier                    | 4                   | 2,85      |            |
| Gender                     | Male                | 18        | 12,85      |
|                            | Female              | 122       | 87,14      |
| Age                        | < 20 years old      | 0         | 0          |
|                            | 20 - < 30 years old | 92        | 65,71      |
|                            | 30 - < 40 years old | 38        | 27,14      |
|                            | ≥ 40 Tahun          | 10        | 7,14       |
| Last Education             | High                | 48        | 34,28      |
|                            | School/Equivalent   |           |            |
|                            | Diploma (D3)        | 51        | 36,42      |
|                            | Sarjana (S1)        | 28        | 20         |
|                            | Profession          | 13        | 9,28       |
| Employee Status            | Still               | 39        | 27,85      |
|                            | Contract            | 101       | 72,14      |
| Length of work             | 1 year              | 31        | 22,14      |
|                            | 1-3 years           | 73        | 52,14      |
|                            | >3 years            | 36        | 25,71      |

##### 4.1 Structural Model Analysis

The results of the PLS analysis in Figure 2. Shows the R2 value of 0.127 which indicates that the organizational commitment variable is influenced by transformational leadership style, work environment and job satisfaction by 12.7%. While the R2 value of job satisfaction is 0.261 which indicates that the job satisfaction variable is influenced by transformational leadership, work environment and organizational commitment by 2.61%.

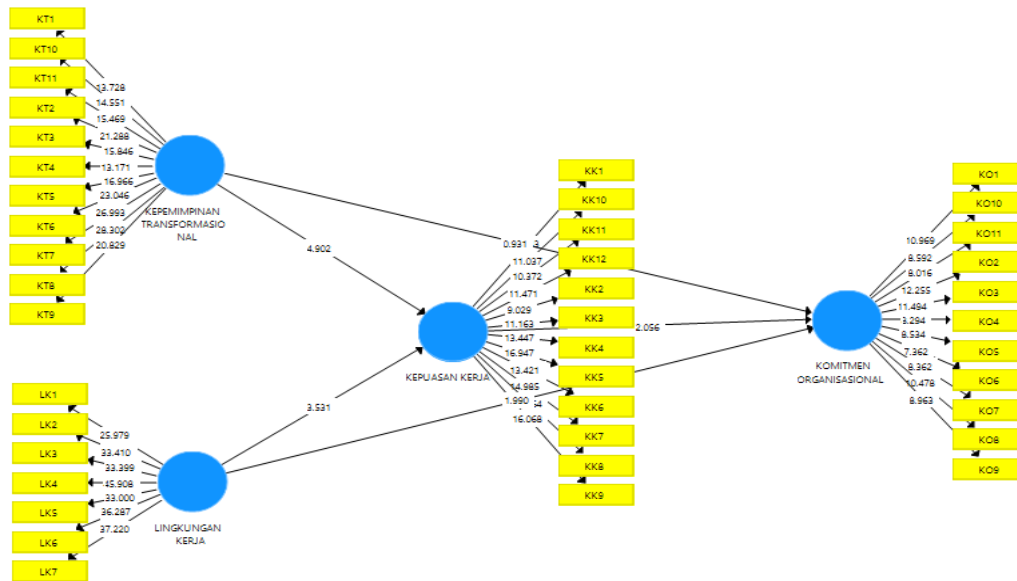


Fig. 2. Outer Model

#### 4.2 Convergent Validity

The loading factor value of each question item is at a value  $> 0.50$  loading factor with a value  $> 0.50$  indicates that the statement item is valid (Camgoz-Akdag & S., 2012; Hair et al., 1998). It can be said that all statement items are valid.

#### 4.3 Reliability and Validity Test

Analysis results in table 2. shows Cronbach's alpha and composite reliability values on transformational leadership style variables, work environment, job satisfaction and organizational commitment  $> 0.70$ . The AVE value of all variables  $> 0.50$  which indicates that all variables are declared valid and reliable.

Tabel 2. Consturct Reliability dan Validity

|  | Cronbach's Alpha | rho A | Composite Reliability | Average Variance Extracted (AVE) |
|--|------------------|-------|-----------------------|----------------------------------|
| <b>Transformational Leadership Style</b> | 0,935            | 0,938 | 0,944                 | 0,606                            |
| <b>Job Satisfaction</b>                  | 0,916            | 0,924 | 0,928                 | 0,519                            |
| <b>Commitment Organizational</b>         | 0,923            | 0,970 | 0,932                 | 0,554                            |
| <b>Work Environment</b>                  | 0,949            | 0,954 | 0,958                 | 0,765                            |

#### 4.4 Hypothesis Test

**Table 3. Hypothesis test result**

|  | Original Sample (O) | T Statistics ( O/STDEV ) | P Values | Result                   |
|--|---------------------|--------------------------|----------|--------------------------|
| <b>Transformational Leadership Style -&gt; Organizational Commitment</b> | -0,095              | 0,916                    | 0,360    | Hypothesis not supported |
| <b>Work Environment -&gt; Organizational Commitment</b>                  | 0,200               | 2,142                    | 0,033    | Hypothesis supported     |
| <b>Transformational Leadership Style -&gt; Job Satisfaction</b>          | 0,377               | 4,675                    | 0,000    | Hypothesis supported     |
| <b>Work Environment -&gt; Job Satisfaction</b>                           | 0,245               | 3,466                    | 0,001    | Hypothesis supported     |
| <b>Job Satisfaction -&gt; Organizational Commitment</b>                  | 0,271               | 2,179                    | 0,030    | Hypothesis supported     |

#### **4.4.1 Transformational Leadership Style on Commitment Organizational**

The results of the analysis show that transformational leadership style has a negative and insignificant effect on the organizational commitment of the Maternity Clinic in Purwokerto. This is reinforced that organizational commitment cannot be influenced by leaders who have a transformational spirit. This is in line with (Suhakim & Badrianto, 2021) but not supported by (Bhaskara & Subudi, 2019; Manggabarani et al., 2021; Qadar, 2022).

#### **4.4.2 Work Environment on Commitment Organizational**

The results of the analysis show that the work environment has a positive and significant effect on the organizational commitment of the Maternity Clinic in Purwokerto. A conducive work environment tends to create conditions that support the formation of organizational commitment in an employee. Conversely, a work environment that is not conducive or can be a barrier to the formation of organizational commitment. This is in line with research conducted by (Asi et al., 2021; Siregar, 2020; Surito et al., 2019) but is not supported by (Chamidah & Soliha, 2022) which states that the work environment has a negative and insignificant effect on organizational commitment.

#### **4.4.3 Transformational Leadership Style on Job Satisfaction**

The results of the analysis show that transformational leadership style has a positive and significant effect on job satisfaction at the Maternity Clinic in Purwokerto. The better the transformational leadership style, the more likely it is for employees' perceived job satisfaction to increase. This is in line with research conducted by (Bhaskara & Subudi, 2019) but is not supported by (Prayekti & Pangestu, 2022) showing that transformational leadership has no effect on job satisfaction.

#### **4.4.4 Work Environment on Job Satisfaction**

The results of the analysis show that the work environment has a positive and significant effect on job satisfaction at the Maternity Clinic in Purwokerto. A better work environment tends to increase the level of job satisfaction. This is in line with research conducted by (Saputra, 2021) but is not supported by (Aliya & Saragih, 2020) stating that the work environment has a negative and insignificant effect on employee job satisfaction.

#### **4.4.5 Job Satisfaction on Commitment Organizational**

The results of the analysis show that job satisfaction has a positive and significant effect on organizational commitment at the Maternity Clinic in Purwokerto. The creation of conditions that support job satisfaction can contribute to increasing employee organizational commitment. The existence of job satisfaction can encourage the creation of organizational commitment. This is in line with research conducted by (Bhaskara & Subudi, 2019; Suryani, 2023) but is not supported by (le et al., 2021) showing that job satisfaction is not significant to organizational commitment.

**Table 4. Specific Indirect Effects**

|   | Original Sample (O) | T Statistics ((O/STDEV)) | P Values | Result                   |
|---|---------------------|--------------------------|----------|--------------------------|
| <b>Transformational Leadership Style -&gt; Job Satisfaction -&gt; Commitment Organizational</b> | 0,102               | 1,772                    | 0,077    | Hypothesis not supported |
| <b>Work Environment -&gt; Job Satisfaction -&gt; Commitment Organizational</b>                  | 0,066               | 1,836                    | 0,067    | Hypothesis not supported |

#### **4.4.6 The Mediating role of Job Satisfaction in the relationship between Transformational Leadership Style and Organizational Commitment**

The results showed that job satisfaction could not mediate transformational leadership style on organizational commitment at the Maternity Clinic in Purwokerto. This means that even though employees are satisfied with their jobs, they cannot mediate the effect of transformational leadership on organizational commitment. This is not in line with research conducted by (Bhaskara & Subudi, 2019) which shows that job satisfaction has a significant effect on mediating the relationship between transformational leadership style and organizational commitment. The results of this study indicate that job satisfaction cannot mediate transformational leadership style on organizational commitment, has not been supported by other studies.

#### **4.4.7 The Mediating role of Job Satisfaction in the relationship between Work Environment and Organizational Commitment**

The results showed that job satisfaction could not mediate the work environment on organizational commitment at the Maternity Clinic in Purwokerto. So even though employees are satisfied with their jobs, they cannot mediate the effect of the work environment on organizational commitment. This is in line with research conducted by (Wulandari, 2020) which shows that job satisfaction cannot mediate the work environment on organizational commitment. However, the results of this study are not in line with research conducted by (Bhaskara & Subudi, 2019) which shows that job satisfaction has a significant effect on mediating the relationship between work environment and organizational commitment.

## **5. CONCLUSION**

Based on the results of hypothesis testing, the authors found that transformational leadership style has a negative and insignificant effect on organizational commitment at the Maternity Clinic in Purwokerto. Organizational commitment cannot be influenced by leaders who have a transformational spirit. The work environment has a significant positive effect on organizational commitment at the Maternity Clinic in Purwokerto. A conducive

work environment tends to create conditions that support the formation of organizational commitment in an employee and vice versa. Transformational leadership style has a positive and significant effect on job satisfaction at the Maternity Clinic in Purwokerto. The better the transformational leadership, the more likely the perception of job satisfaction to increase. The work environment has a positive and significant effect on job satisfaction at the Maternity Clinic in Purwokerto. A better work environment tends to increase job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment at the Maternity Clinic in Purwokerto. The creation of conditions that support job satisfaction can contribute to an increase in employee organizational commitment. The results of this study indicate that job satisfaction cannot mediate transformational leadership style and work environment on organizational commitment at the Maternity Clinic in Purwokerto.

## **LIMITATIONS AND FUTURE DIRECTIONS**

This study has several limitations. First, the data collected were only from 2 maternity clinics in Purwokerto. The results may be different if the data collected are more than 2 maternity clinics. Second, this study deals with the phenomenon of organizational commitment in the workplace, data collection through questionnaires that may not fully reveal the truth. Therefore, in-depth interviews and other approaches can be used to obtain accurate results about the phenomenon. Third, because the results of this study do not mediate, future researchers can use other variables as mediating variables. Fourth, for further research can add other theories.

## **ETHICAL CONSIDERATIONS**

This research needs to consider several ethical considerations as a form of research ethics. Because this research involved various parties, the researcher was very careful in fulfilling ethical obligations. The identity of the maternity clinic where the research was conducted was disguised with a unique identifier in order to maintain the confidentiality and convenience of the relevant maternity clinic. A research permit has been issued by the relevant maternity clinic, as approval of the research request. The identity and data provided by respondents will be used as best as possible and kept confidential.

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