
ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN HIGHER EDUCATION: THE ROLE OF JOB SATISFACTION AND TRANSFORMATIONAL LEADERSHIP

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ABSTRACT

The problem of organizational commitment is still felt by organizations that are both profit-oriented and non-profit-oriented, one of which is in non-profit organizations such as universities. Many factors can affect organizational commitment, one of which is job satisfaction and transformational leadership factors. The purpose of this study is to see how the level of employee satisfaction is described, how the effectiveness of transformational leadership, how the level of employee commitment, is an effect of satisfaction on organizational commitment, and whether is there an effect of transformational leadership on organizational commitment. The method used is quantitative. Data analysis using SE.

Keywords: organizational commitment, job satisfaction, transformational leadership, higher Education

INTRODUCTION

In recent decades, organizational commitment has received special attention from global practitioners and become one of the most popular and widely researched research topics in the field of organizational behavior (Agu, 2015; Ghosh & Swamy, 2014; Giauque et al., 2014; Hanaysha, 2016). Organizational commitment has always been an issue of investigation due to its centrality in organizational outcomes as well as being an important issue from a conceptual aspect as it can be used to predict employee absenteeism, performance, turnover, and other behaviors (Camilleri, 2002; Jafri & Lhamo, 2013).

The issue of organizational commitment is not something that can be obtained instantly, commitment will emerge and grow slowly but consistently over time through a series of processes during employee membership in the organization (Herachwati & Rachma, 2018; Mowday & Steers, 1979; Salim Musabah & Noor Azmi, 2017). A company will get a lot of benefits if organizational commitment is successfully instilled in its employees, but in reality, there are still many organizations that pay less attention, even completely ignoring the important role of commitment, which has an impact on decreasing work performance and employee loyalty (Ma'rufi & Anam, 2019; Ratno, 2017).

Research on organizational commitment, job satisfaction and transformational leadership in Indonesia is still a concern in the last 10 years such as by Yopi Yulius (2022), Hendry Kurniawan (2022), E. Purnomo, Hanny Hafiar, Wawan Setiawan (2022), Ida Bagus Ketut Surya, Salustiano Dos Reis Piedade, I. Riana (2022), Sudung Simatupang, E. Grace, Nelly Ervina, Erbin Chandra, E. Efendi (2022), Ferry Setiawan, Ade Parlaungan Nasution, Yuniman Zebua (2021), Qaissr Abbas Bhatti, Munawer Javed Ahmad, Muhammad Akram, Riaz Ahmad (2021), Marisi Pakpahan, Hardianawati, Suwarlan (2021), Dylmoon Hidayat, Vincent Valentino Stephan Maitimo, S. Suwu (2020), Laksmi Devyanti (2020), Muafi Muafi, M. Azim (2019), Rizwan, Said Musnadi., Faisal (2018), Sahar Qabool, Tariq Jalees (2017), Daniel Joel Immanuel Kairupan (2017), Jaqueline Amani, A. Komba (2016), Ramajanaki Doraiswamy Iyer (2013).

Research on organizational commitment in the public sector has been conducted several times by domestic and foreign academics and practitioners. Several empirical studies have also found that the organizational commitment of employees in government organizations is lower than that of employees in private organizations, therefore the public sector must take fundamental, comprehensive, and systematic steps, so that the goals and objectives that have been set can be achieved effectively and efficiently (Zona et al., 2018). An important characteristic of public employees is a feeling of benevolence and self-sacrifice, but although it cannot be generalized, employees in public sector organizations are often seen as lazy and self-serving (Su et al., 2009; Turkyilmaz et al., 2011). Therefore, increasing organizational commitment is very important to get the best quality from public sector employees, considering that public organization employees as Civil Servants (PNS) are the main driving force of the government to achieve organizational goals through providing services to the community (Bahri et al., 2021; Devece et al., 2016; Hasanah & Mujannah, 2020). Public service organizations require a high level of commitment, because if the commitment of an employee is high, then public services will be carried out well and vice versa (Syam'un et al., 2021).

Based on the background, the purpose of this study is to determine how the effect of job satisfaction and transformational leadership on organizational commitment.

METHOD

The research method used is quantitative. The respondents in this study were employees of the Indonesian Education University. The data collection technique uses an online questionnaire (google form). The sampling technique uses simple random sampling and the data analysis technique uses the Structure Equation Model (SEM).

RESULTS AND DISCUSSION

JOB SATISFACTION

The concept of job satisfaction is viewed from a variety of different lenses by scholars and is commonly used to determine whether employees are happy and satisfied and whether their wants and needs at work are met (Sageer et al., 2012). Robbins & Judge (2018) Job satisfaction is a positive feeling of a person related to his job as a result of evaluating the characteristics of his job.

Dimensions of Job Satisfaction

The level of job satisfaction of each person varies greatly, a person will usually be more satisfied with their overall job, the work itself, and supervisors and coworkers than with their salary and promotion opportunities (Robbins & Judge, 2018). Therefore, Robbins & Judge (2018) say that the dimensions of job satisfaction consist of 1) Work Itself, 2) Pay, 3) Promotion, 4) Supervision, and 5) Coworkers.

Luthans (2011) identified five job dimensions to represent the most important characteristics of a job and have been widely used to measure job satisfaction, these dimensions are:

1. The work itself, which is the extent to which a job can provide individuals with interesting tasks, opportunities to continue learning, and opportunities for responsibility.
2. Pay, i.e., the amount of financial remuneration an employee can receive, and the extent to which it is fair in comparison within the organization.
3. Promotion opportunities, which are opportunities for advancement within an organization.
4. Supervision, which is the ability of supervisors to provide technical assistance, as well as behavioral support to subordinates.
5. Coworkers, the extent to which coworkers in the organization are technically proficient and socially supportive.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is a form of leadership and is a branch of behavioral theory developed by Burns in 1978 and refined by Bass in 1985 (Pradhan et al., 2017). Robbins & Judge (2018) Transformational leadership is a leadership that seeks to inspire followers to be able to put aside personal interests for the good of the organization.

Dimensions of Transformational Leadership

Robbins & Judge (2018) state that the dimensions of transformational leadership consist of 1) Idealized Influence, which is a leader who always instills pride, provides a vision and mission, and gains the trust and respect of his employees, 2) Inspirational Motivation, which is a leader who is able to use symbols to focus his efforts in the company, communicate high expectations, and express company goals in simple ways, 3) Intellectual Stimulation, which is the leader's ability to increase rationality, intelligence, and do careful problem solving, and 4) Individualized Consideration, which is the leader gives personal attention and trains and gives advice to each employee individually.

ORGANIZATIONAL COMMITMENT

Robbins & Judge (2018) Organizational commitment is the ability of an employee to be able to identify himself with the organization and its goals and wish to maintain his membership in the organization where he works. Doan et al. (2020) Organizational commitment is the strength of identity between individuals and organizations.

Dimensions of Organizational Commitment

Many recent studies on organizational commitment recognize that commitment is a multidimensional construct (Nazir et al., 2016). Meyer & Allen (1991) initiated the multidimensional model and conceptualized organizational commitment in three dimensions that can describe different ways of developing organizational commitment and its implications for employee behavior, namely:

- 1) Affective commitment, is an emotional attachment identified by an employee and his involvement in the organization. Employees who have a strong affective commitment will try to stay and continue working with the organization they work for because they want to do so.
- 2) Continuance commitment is an employee's awareness of the cost of leaving the organization. Employees with continuance commitment will prioritize their relationship with the organization because they need to do so.
- 3) Normative commitment is a feeling of obligation to continue working. Employees with high normative commitment will feel that they must stay with the organization.

PREVIOUS RESEARCH

The results of previous research regarding job characteristics, work communication and employee performance are as follows:

Table 1. Previous Research

No	Name and Year	Research Title	Research Results
1	Puspitawati & Riana (2014)	The Effect of Job Satisfaction on Organizational Commitment and Service Quality	The results showed that job satisfaction has a positive effect on organizational commitment and service quality.
2	Susiawan & Muhid (2015)	Transformational Leadership, Job Satisfaction and Organizational Commitment	The results of the analysis show that there is a very significant positive relationship between transformational leadership and job satisfaction on organizational commitment.
3	Ismail (2016)	<i>Effect of Job Satisfaction on Organizational Commitment</i>	The analysis shows that job satisfaction (intrinsic and extrinsic) is significantly related to organizational commitment.
4	Zona et al. (2018)	<i>Antecedents of Employee Organizational Commitment at Public Sector</i>	The results of the analysis show that job satisfaction has a positive and significant effect on employee organizational commitment in public sector organizations.
5	Jain & Duggal (2018)	<i>Transformational leadership, organizational commitment, emotional intelligence and job autonomy: Empirical analysis on the moderating and mediating variables</i>	The results showed that transformational leadership positively affects employee organizational commitment through job autonomy and is strengthened by emotional intelligence as a moderator.
6	Bhaskara & Subudi (2019)	The Effect of Transformational Leadership on Organizational Commitment through the Mediation of Job Satisfaction	The results showed that transformational leadership has a significant positive effect on job satisfaction and organizational commitment, job satisfaction has a significant positive effect on organizational commitment, and job satisfaction can mediate the relationship between transformational leadership and organizational commitment.
7	Senjaya & Anindita (2020)	<i>The Role of Transformational Leadership and Organizational Culture Towards Organizational Commitment Through Job Satisfaction Among Mining Industry Employees</i>	The results showed that there is a positive relationship between transformational leadership and job satisfaction, between organizational commitment and transformational leadership, and between job satisfaction and organizational commitment.
8	Candelario et al. (2020)	<i>Organisational Commitment and Job Satisfaction among Government Employees</i>	The results show that highly committed employees are highly satisfied in their jobs, and vice versa. High job satisfaction is due to their high commitment to the organization, and vice versa.
9	Wicaksono & Muafi (2021)	<i>The Effect of Transformational Leadership and Organizational Culture on Organizational Commitment in Mediating Organizational Cynicism</i>	The results showed that transformational leadership has no significant positive effect on organizational commitment.

No	Name and Year	Research Title	Research Results
10	Bismala & Manurung (2021)	<i>The Antecedent of Organizational Commitment in a Small- Medium Industry Context</i>	The results found that job satisfaction can be an intervening variable of organizational learning and transformational leadership on organizational commitment, transformational leadership affects organizational commitment, but has no effect on job satisfaction and job satisfaction has no effect on organizational commitment.

CONCLUSION

Based on the results of previous research, it shows that organizational commitment is influenced by work satisfaction and transformational leadership. However, there is contradictory research where transformational leadership affects organizational commitment but has no effect on job satisfaction and job satisfaction has no effect on organizational commitment. Only a few have examined this, especially in universities with PTNBH status.

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