



The influence of transformational leadership style and work environment on organizational commitment with work motivation as a mediating variable

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ABSTRACT

Organizational commitment is crucial for employee loyalty and success in a globalized world. It is essential for the survival of a school and the success of its goals, especially in the face of competition. This study aims to examine and evaluate the influence of transformational leadership style and work environment on organizational commitment, with work motivation as a mediating variable. Data collection was carried out through questionnaires distributed to 42 teachers and employees at SMAN 1 Mirit, Kebumen Regency. Structural equation modeling (SEM) using the SmartPLS 3 (Partial Least Squares) program is used for analysis. The study's findings reveal the following: Transformational Leadership (X1) has a significant effect on Work Motivation (Z), Work Environment (X2) has a significant effect on Work Motivation (Z), Transformational Leadership (X1) has no significant effect on Organizational Commitment (Y), Work Environment (X2) has a significant effect on Organizational Commitment (Y), Work Motivation (Z) has a significant effect on Organizational Commitment (Y), Transformational Leadership (X1) has a significant effect on Organizational Commitment (Y) mediated by Work Motivation (Z), and Work Environment (X2) has a significant effect on Organizational Commitment (Y), mediated by Work Motivation (Z).

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1. INTRODUCTION

The quality of an organization's human resources (HR) has a major role in determining its development and progress. Other relevant elements that also play a role include economic factors and technical advancements. Even though HR management is more popular in the business sector, educational institutions like schools also need to use it. Access to high-caliber human resources within educational institutions can promote faster corporate advancement. If each member of the organization contributes effectively, progress can be made. To grow, develop, and advance as a team, all of the organization's

human resources must share a shared vision, mission, and goals. Thus, in comparison to the other resources the company provides, human resource management is the most crucial component. Because of its significance, human resource management is frequently referred to as an organization's core competency (Larasati, 2018).

Organizational commitment is the loyalty of employees to their organization. This happens because the employee wants to maintain his existence or membership in the organization. Organizational commitment reflects the level of attachment, identification, and loyalty of organizational members to the organization's common goals, values, and goals. Wirawan in (Putu Fabio et al., 2016) stating that the feeling of physical and psychological bond that an employee has that is related to the organization they work for or where they are a member is called organizational commitment. In the midst of globalization pressure and increasingly fierce competition, organizations require high levels of commitment from their members. The commitment of teachers and employees to the school is one of the factors that maintains the survival of the school. In other words, the success of an organization in achieving its goals is strongly influenced by the commitment of its members. Every teacher or employee who has a high commitment to the school will work as well as possible so that the goals of the organization can be realized. In order to have a good organizational commitment, motivation is needed to work.

Teachers and employees who are highly motivated to work tend to have good responsibilities towards the school. Working people will have a good organizational commitment through their motivation to work, supported by a transformational leadership style and work environment. Commitment is a force that binds a person to an action that is relevant to the goals and objectives of the organization that houses it. Robbins and Judge in (Ni Kadek Ani Widiani et al., 2023) describe organizational commitment as the state in which employees stand up for the company and its goals and expect to remain members. According to Balay in (Aydin et al., 2013) schools are the most important organizations in the education system.

A leadership approach that is increasingly gaining attention is the transformational leadership style. This leadership style is known for its ability to move and transform members of an organization through inspiration, vision, drive to achieve high achievements, and empowerment of those around them. When employee engagement is high, transformational leadership can improve affective organizational commitment and work performance (Park et al., 2022). Effective leadership occurs when we collaborate to produce results, which is comparable to developing the organization's vision, mission, and values. This vision, mission, and values provide a framework for employees to follow (Jackson, S. E. & Schuler, 2011). Understanding the mechanisms behind how transformational leadership affects organizational commitment levels will provide valuable insights, provide direction for more effective leadership practices, and enable the development of more teacher- and employee-oriented organizational policies. Similar research that has been conducted by previous researchers states that transformational leadership styles positively affect organizational commitment (Aydin et al., 2013), (Stinglhamber et al., 2015), (Lee & Hong, 2017), (Allen et al., 2017), (Keskes et al., 2018), (Lismiatiun, 2018), and (Puni et al., 2021). While other contradictory research states that leadership style has no effect on organizational commitment (Santoni et al., 2021), (Hazana Abdullah et al., 2015), (Suherman et al., 2017), (Azizah et al., 2019), and (Dewi, 2017).

A conducive and empowering work environment has a very important role in shaping organizational commitment. In an era of fast and complex business dynamics, organizations that are able to create a healthy and supportive work environment will benefit through increased employee commitment and loyalty. A positive work environment includes elements such as managerial support, fairness, teamwork, self-development opportunities, and work-life balance. The existence of these factors can

increase job satisfaction, motivation, and a sense of identity of organizational members towards the organization's mission and vision. However, although a good work environment has great potential for building organizational commitment, there are still various variables and dynamics that require deep understanding. Previous research has stated that the work environment has a significant effect on organizational commitment (Wowor et al., 2016), (Kartini & Hendra, 2021), and (Teo et al., 2020). However, the results of the opposite study also found that the work environment negatively affects organizational commitment (Santoni et al., 2021).

Previous studies have found inconsistent or differing results on the effect of transformational leadership styles and work environments on organizational commitment. The variables in this study were developed using references from numerous relevant sources on factors impacting organizational commitment. This is the motive for the study's goal, which is to analyze the impact of transformational leadership style and work environment on organizational commitment, with work motivation acting as a mediator between the two.

Work motivation has a very important role in connecting the vision and drive of transformational leadership, as well as the conditions of a supportive work environment, with the emotional attachment and dedication of employees to the organization. Nawawi in (Widyaningsih & Arfiansyah, 2020) states that work motivation is an encouragement that can make employees work enthusiastically. Meanwhile, Adha et al in (Supardi, 2023) defines work motivation as the power given to employees to increase their motivation to work, which is shown in their ability to work together, work well, and integrate all their efforts. Therefore, it can be said that if the work motivation of an employee is higher, his commitment will be higher to the organization. The seven components of work motivation are promotion, work performance, the job itself, rewards, responsibilities, recognition, and success in work (Sunyoto, 2017). Highly motivated employees find their work interesting and challenging, which allows them to develop their potential. They will also be more excited and strive to achieve optimal results. Previous research has stated that the work motivation has a significant effect on organizational commitment (Nurrahmi et al., 2020).

This research is expected to have practical implications for school management to ensure that the work environment in schools is always in good condition, healthy, and conducive. While theoretically filling the research gap by making work motivation a mediating relationship between transformational leadership style variables and work environment on organizational commitment.

2. RESEARCH METHOD

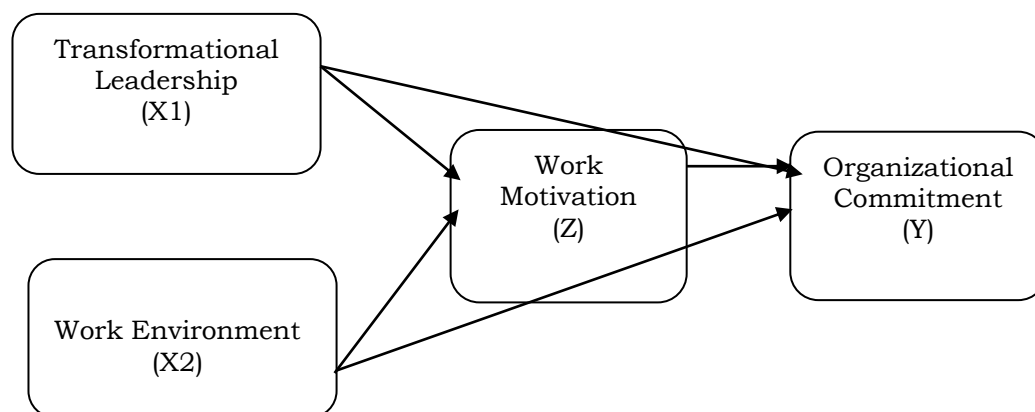


Figure 1. Theoretical Framework

The purpose of this study was to look at the relationship between transformational leadership style and work environment towards organizational commitment, with work motivation as a mediating variable. This research will explain the influence of transformational leadership style on work motivation, the influence of the work environment on work motivation, the influence of transformational leadership style on organizational commitment, the influence of the work environment on organizational commitment, the influence of transformational leadership style on organizational commitment through work motivation, and the influence of the work environment on organizational commitment through work motivation.

This study used quantitative and descriptive approaches. The source of the data is called the primary data of this study, which is obtained through methods for collecting information from questionnaires. Those involved in this study are teachers and employees of SMAN 1 Mirit. A type of research called quantitative research tests hypotheses by using specific populations or samples, uses research tools to collect data, and then analyzes the data quantitatively or statistically (Sugiyono, 2013). In contrast, descriptive methods describe or analyze research results but do not produce global conclusions (Sugiyono, 2013). The Likert scale is used to grade each instrument item's responses from highly positive to very negative, which can include words including Strongly Disagree (STS) scored 1, Disagree (TS) scored 2, Disagree (S) scored 3, Agree (S) scored 4, and Strongly Agree (SS) scored 5. The table below includes respondent characteristics and research variables.

Table 1. The performance of respondent characteristic

Age	Quantity	Percentage
>40	16	38.1%
25~30	7	16.7%
31~35	11	26.2%
36~40	8	19.0%
Total	42	100%

Source: Processed Research Data 2023

Based on the table, it can be seen that based on the characteristics of respondents, most respondents are included in the >40 years category, which is as many as 16 respondents (38.1%).

Table 2. The work period of respondent

Work period	Quantity	Percentage
>10	19	45.2%
1~3	9	21.4%
4~7	7	16.7%
8~10	7	16.7%
Total	42	100%

Source: Processed Research Data 2023

Based on the table, it can be seen that based on the characteristics of respondents based on the respondent's working period, most respondents have a working period of >10 years, which is as many as 19 respondents (45.2%).

Smart PLS software version 3 is used to conduct data analysis that measures the influence of transformational leadership style, work environment, and work motivation on organizational commitment with the Partial Least Squares (PLS) method.

3. RESULTS AND DISCUSSIONS

This study aims to examine and evaluate the influence of transformational leadership style and work environment on organizational commitment, with work motivation as a mediating variable. Data collection was carried out through questionnaires distributed to

42 teachers and employees at SMAN 1 Mirit, Kebumen Regency. Structural equation modeling (SEM) using the SmartPLS 3 (Partial Least Squares) program is used for analysis.

3.1. Reliability

Reliability in PLS uses Cronbach alpha and composite reliability values. It is considered reliable if the composite reliability value is above 0.7 and Cronbach's alpha value is recommended above 0.7.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.953	0.960
Organizational Commitment	0.945	0.953
Work Environment	0.920	0.935
Work Motivation	0.895	0.918

Source: Processed Research Data 2023

Based on Table 3 above, it can be seen that the composite reliability value of all research variables is > 0.7 and the Cronbach Alpha is > 0.7 . These results show that each variable has met composite reliability and Cronbach alpha, so it can be concluded that all variables have a high level of reliability.

3.2. Discriminant validity

Discriminant validity is used to test the validity of a model. Discriminant validity is seen through cross-loading values and Fornell-Larcker criteria that show the magnitude of the correlation between constructs with indicators and indicators from other constructs. The standard value used for cross-loading and the Fornell-Larcker criterion must be greater than 0.7, or by comparing the square root of the average variance extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model. If the AVE root value of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have a good discriminant validity value.

Table 4. Fornell-Larcker Criterion value

Variable	Transformational Leadership	Organizational Commitment	Work Environment	Work Motivation
Transformational Leadership	0.827			
Organizational Commitment	0.618	0.820		
Work Environment	0.693	0.775	0.820	
Work Motivation	0.784	0.784	0.802	0.826

Source: Processed Research Data 2023

Based on table 4, the cross-loading value of each item has a value of > 0.70 , and each item has the greatest value when associated with its latent variable compared to when connected with other latent variables. This shows that each variable in this study has correctly explained its latent variable and proved that the discriminant validity of all items is valid.

3.3. R Square

Table 5. R Square Test Results

Variable	R-Square	R-Square Adjusted
Organizational Commitment	0.672	0.647
Work Motivation	0.800	0.789

Source: Processed Research Data 2023

Based on Table 5 above, the R-Square value of the organizational commitment variable is 0.672. This value means that the organizational commitment variable can be explained by an independent variable of 67.2%, and the remaining 32.8% can be explained by other variables that are not contained in this study. While the adjusted R-Square value of the work motivation variable is 0.800, this value means that the work motivation variable can be explained by an independent variable of 80.0%, and the remaining 20.0% can be explained by other variables that are not contained in this study.

3.4. Predictive Relevance (Q Square)

Predictive relevance is a test carried out to show how well the observation value is produced using the blindfolding procedure by looking at the Q square value. If the Q square value is > 0 , then it can be said to have a good observation value, while if the Q square value is < 0 , then it can be declared that the observation value is not good. Q-Square has predictive relevance for structural models, measuring how well observational values are generated by the model as well as parameter estimation.

Table 6. Predictive Relevance

Variable	Q ² (=1-SSE/SSO)	Description
Organizational Commitment	0.429	Has predictive relevance value
Work Motivation	0.474	Has predictive relevance value

Source: Processed Research Data 2023

Based on the data presented in the table above, it can be seen that the value of Q square in the dependent variable is > 0 . By looking at these values, it can be concluded that this study has a good observation value because the value of Q square > 0 (zero).

3.5. Hypothesis Testing Results

Testing the structural relationship model is to explain the relationship between the variables in the study. The basis used in testing the hypothesis directly is the image output and the value contained in the output path coefficients. The basis used to test the hypothesis directly is that if the p value is < 0.05 (significance level = 5%) and the statistical T value is > 1.960 , then it is stated that there is a significant influence of exogenous variables on endogenous variables. Statistical testing of each hypothesized relationship is performed using the bootstrapping method against the sample.

Table 7. Hypothesis Testing

Variable	Original Sample (O)	T Statistic (O/STDEV)	P Values
Transformational Leadership -> Organizational Commitment	-0.115	0.833	0.406
Transformational Leadership -> Work Motivation	0.496	3.727	0.000
Work Environment -> Organizational Commitment	0.412	2.302	0.022
Work Environment -> Work Motivation	0.475	3.398	0.001
Work Motivation -> Organizational Commitment	0.541	3.276	0.001
Transformational Leadership -> Work Motivation -> Organizational Commitment	0.269	2.302	0.022
Work Environment -> Work Motivation -> Organizational Commitment	0.257	2.389	0.017

Source: Processed Research Data 2023

Based on the table above, researchers found that Transformational Leadership (X1) has a significant effect on Work Motivation (Z), with a coefficient value of 0.496, p-values of $0.000 < 0.05$, and t-statistics of $3.727 > 1.960$. Work Environment (X2) has a significant effect on Work Motivation (Z), with a coefficient value of 0.475, p-values of $0.001 < 0.05$, and t-statistics of $3.398 > 1.960$. Transformational Leadership (X1) has no significant effect on Organizational Commitment (Y), with a coefficient value of -0.115, p-values of $0.406 > 0.05$, and t-statistics of $0.833 < 1.960$. Work Environment (X2) has a significant effect on Organizational Commitment (Y), with a coefficient value of 0.412, p-values of $0.022 < 0.05$, and t-statistics of $2.302 > 1.960$. Work Motivation (Z) has a significant effect on Organizational Commitment (Y), with a coefficient value of 0.541, p-values of $0.001 < 0.05$, and t-statistics of $3.276 > 1.960$. Transformational Leadership (X1) has a significant effect on Organizational Commitment (Y) mediated by Work Motivation (Z), with a coefficient value of 0.269, p-values of $0.022 < 0.05$, and t-statistics of $2.302 > 1.960$. Work Environment (X2) has a significant effect on Organizational Commitment (Y), mediated by Work Motivation (Z), with a coefficient value of 0.257, p-values of $0.017 < 0.05$, and t-statistics of $2.389 > 1.960$.

4. CONCLUSION

Organizational commitment refers to the loyalty and dedication of employees to an organization's shared values, objectives, and goals. When it comes to the school, every teacher and staff member that is highly committed will do everything in their power to help the organization achieve its objectives. Theoretically, this study makes an important contribution regarding the mediating role of work motivation on the influence of transformational leadership style variables and work environment on organizational commitment. The study's findings about how job motivation might act as a mediating factor between transformational leadership styles and organizational commitment in schools can benefit both the school and the reader. Similar to this, the workplace environment affects the degree of organizational commitment. This study suggests that an organization's ability to remain viable depends critically on its level of organizational commitment. The primary findings of this study indicate that work motivation is significantly impacted by transformational leadership, work environment significantly impacted by work motivation, transformational leadership does not significantly impact organizational commitment, work environment significantly impacts organizational commitment, and work motivation significantly impacts organizational commitment. Both the work environment and transformational leadership have a major impact on organizational commitment, which is mediated by work motivation. This research is limited to transformational leadership style and work environment, while judging from the value of R-Square, there are many other factors that affect organizational commitment, as well as work motivation, so other variables need to be studied further.

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