

## Reviving Organizational Commitment: The Role of Job Satisfaction, Transformational Leadership, and Work-Life Balance

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Entered : May 17, 2024  
Accepted: June 14, 2024

Revised : May 22, 2024  
Published : June 27, 2024

### ABSTRACT

The research's objective is to test the influence of transformational leadership and work-life balance on organizational commitment by adding mediation variables such as job satisfaction. This research uses a quantitative approach with numerical data. This research method involves descriptive surveys and explanatory surveys. The study collected data from approximately 45 teachers at Maitreyawira's private high school. Sampling technique with a saturated sample. The result of this research is that transformational leadership and work-life balance influence organizational commitments. Theoretically, the results of this study confirmed that it was strategically implemented to maintain organizational commitment, and the findings broadened our understanding of the factors affecting organizational communities and job satisfaction. The practical benefits of this research, particularly for an organization operating a full-day school system, include the need to adopt a transformational leadership style and maintain a work-life balance to ensure teacher loyalty.

**Keywords:** transformational leadership; work-life balance; organizational commitment; job satisfaction.

### INTRODUCTION

Human resources play a crucial role in an organization because achieving the organization's goals requires supportive human resources. Furthermore, human resources are the organization's main asset and strategic key and an essential factor in determining its development (Astinatria and Sarmawa, 2020; Ghoniyah and Masurip, 2011). To maintain and sustain an organization's development, organizational commitment is required.

Organizational commitment is the belief of the organization's members to accept the organization's goals and their desire to continuously strive to stay in the organization (Adiapsari, 2014). Employees who have a commitment to continue working and a willingness to work hard help a company achieve its goals (Mathis and Jackson, 2006). An employee with commitment reflects themselves as an individual who trusts the company's values, is willing to involve themselves to give their best for the company, and remains loyal to the company (Steers: 1980) (Agustin et al.: 2022). If employees already have high commitment, they will perform their tasks optimally for the company's benefit and help achieve better organizational outcomes.



An employee's willingness to serve is built through organizational commitment via transformational leadership. An organization needs a leader who can instill enthusiasm in its members to perform better. Transformational leadership is one way to drive employees to continually develop and grow within an organization, making organizational processes more achievable (Wardiana et al., 2019; Imara, 2019). Transformational leadership styles will greatly benefit employees by fostering trust and respect for the leader, who is considered a role model and an inspiration at work (Rusmawati and Indriati, 2019). Additionally, it creates an environment that encourages interest in working (Kresnandito, 2012). A transformational leadership style is characterized by a leader's ability to inspire organizational members to set aside personal matters for the good of the organization (Robbin and Judge, 2017). Transformational leadership behaviors include inspirational motivation, ideal influence, and intellectual stimulation (Burhanudin and Kurniawan, 2020). Currently, transformational leadership research remains a focus within organizational behavior contexts (Sahu and Pathardikar, 2018). Transformational leadership impacts organizational commitment, as evidenced by various studies (Putri et al., 2023; Lamidi, 2009; Widyatmika and Riana, 2020). A leader's ability to identify changes and transform them within the organization suggests that leaders can mobilize and empower employees, thereby influencing organizational commitment.

Work-life balance is also important to ensure human resources prioritize appropriately between work and personal life, such as spending time with family and having leisure time. However, this is often overlooked by organizations that demand hard work to enhance competitiveness and globalization (Ashima, 2015). Work-life balance is used to balance employees' participation levels between office work and personal life, ensuring focus on both (Hudson, 2005). Work-life balance can also be a strategy to minimize work-life conflict (Dizaho et al., 2017) and avoid imbalances that may cause individual stress at work (Greenhaus et al., 2003). An employee who fulfills office work obligations while also meeting social life needs will create personal happiness (Rifadha and Sangarandeniya, 2015). This, in turn, will maintain organizational commitment for each employee and affect their performance levels (Larasati and Rahayu, 2019). Research findings indicate that work-life balance influences an individual's organizational commitment (Yunita, 2018). Therefore, an organization should care for employees by providing a balance between job duties and personal tasks, leading to happiness as employees' needs are met.

Job satisfaction is the output of evaluating one's job, creating a pleasant emotional state (Brief et al., 2002), and is derived from various job dimensions (Kreitner et al., 2014). This means that job satisfaction is not a one-size-fits-all concept; people may be relatively satisfied with one aspect of their job and not with another aspect. Individuals in an organization will feel pleased about high achievements and experience positive emotions when thinking about or engaging in their tasks.

This study aims to understand and analyze the influence of transformational leadership and work-life balance on organizational commitment, with job satisfaction as a mediating variable. The study focused on the teaching staff at SMA Swasta Maitreyawira Deli Serdang. Although each variable has been studied, this research differs in that it combines the variables of transformational leadership, work-life balance, job satisfaction, and organizational commitment simultaneously. The research framework and hypotheses are as follows:

H1: Transformational leadership has an impact on job satisfaction.

H2: Work-life balance has an impact on job satisfaction.

H3: Transformational leadership has an impact on organizational commitment.

H4: Work-life balance has an impact on organizational commitment.

H5: Job satisfaction has an impact on organizational commitment.

H6: Transformational leadership has an impact on organizational commitment mediated by job satisfaction.

H7: Work-life balance has an impact on organizational commitment mediated by job satisfaction.

## **METHODS**

This research uses a quantitative approach that is presented with numerical data. This type of verifiable research gathers data on objects to gain an understanding of each individual's characteristics. The research employs both descriptive and explanatory survey methods. The research population consists of the 45-person teacher at SMA Swasta Maitreyawira Deli Serdang, and the sampling technique used is a saturated sample, which means it includes the entire population. Google Forms barred the technique of collecting data. Data processing is done using SPSS software.

The variables in this study consist of the exogenous variables of transformational leadership and work-life balance, the exogenic variable of organizational commitment, and the medias variable, which is the ability to work (Bass and Avolio, 1990). The work-life balance variable is measured by three dimensions: involvement balance, time balance, and satisfaction balance (McDonald and Bradley, 2005). We measure the organizational commitment variables, which include affective commitment, continuous commitment, and normative commitment (Busro, 2018). We then take the job satisfaction variable from hygiene theory (Herzberg et al., 1959) and (Nathan et al., 1991) in Asutay (2022), which encompasses more advanced work, opportunities for advancement, career opportunities, and satisfaction with the nature of work. All variables are measured on a 5-point Likert scale, ranging from "very bad" to "very agreed."

## **RESULTS AND DISCUSSION**

### **Characteristics of Respondents**

The characteristics of the respondents in this study are based on gender, age, education, and length of service. These characteristics are analyzed descriptively to determine the quantity and percentage of each group.

#### **a) Gender**

The number of respondents by gender can be analyzed descriptively with the following results:

**Table 1. Gender Characteristics of Respondents**

<b>Gender</b>	<b>Amount</b>	<b>Percentage</b>
<b>Male</b>	26	57.7%
<b>Female</b>	19	42.3%
<b>Total</b>	45	100.0%

**Source: Research Data, 2023**

Based on Table 1, it is known that there are 26 male respondents (57.7%) and 19 female respondents (42.3%). This shows that more than half are dominated by men.

### **b) Age**

The number of respondents by age can be analyzed descriptively with the following results:

**Table 2. Age Characteristics of Respondents**

<b>Age</b>	<b>Amount</b>	<b>Percentage</b>
<b>&lt;25 years</b>	12	26.7%
<b>25-30 years</b>	23	51.1%
<b>&gt;30 years</b>	10	22.2%
<b>Total</b>	45	100.0%

**Source: Research Data, 2023**

The The age characteristics of respondents are divided into three groups. Based on Table 2, it is known that respondents aged <25 years are 12 people (26.7%), respondents aged 25–30 years are 23 people (51.1%), and respondents aged >30 years are 10 people (22.2%). According to age characteristics, the majority of respondents are 25–30 years old.

### **c) Education**

The number of respondents by education can be analyzed descriptively with the following results:

**Table 3. Education Characteristics of Respondents**

<b>Education</b>	<b>Amount</b>	<b>Percentage</b>
<b>Bachelor</b>	30	66.7%
<b>Master</b>	15	33.3%
<b>Total</b>	45	100.0%

**Source: Research Data, 2023**

According to Table 3, respondents with a bachelor's education are 30 (66.7%), while respondents with a master's education are 15 (33.3%). According to educational characteristics, the majority of respondents are bachelor's level.

#### d) Length of Service

The number of respondents by length of service can be analyzed descriptively with the following results:

**Table 4. Length of Service Characteristics of Respondents**

Length of Service	Amount	Percentage
<1 year	12	26.7%
1-2 years	18	40.0%
3-4 years	10	22.3%
>4 years	5	11.1%
<b>Total</b>	<b>45</b>	<b>100.0%</b>

**Source: Research Data, 2023**

Based on Table 4, it shows that the majority of respondents who have worked 1-2 years are 18 people (40%), followed by respondents who have worked <1 year at 12 people (26.7%), respondents who have worked 3-4 years at 10 people (22.3%), and the least respondents who have worked >4 years at 5 people (11.1%).

#### Hypothesis Testing

There are 2 types of hypothesis testing used: direct influence and indirect influence, which will be explained below.

#### Direct Influence

To determine the direct influence hypothesis, we tested using the criteria  $t_{count} > t_{table}$  (1.68) and a significance value of  $p < 0.05$ . The results of direct influence testing are explained in the following table.

**Table 5. Direct Influence**

Hypothesis	Influence	Beta	tcountt	p	Result
H1	Transformational Leadership → Job Satisfaction	0.512	4.419	0.000	Significant
H2	Work-life balance → Job Satisfaction	0.269	2.523	0.016	Significant
H3	Transformational Leadership → Organizational Commitment	0.349	3.480	0.001	Significant
H4	Work-life balance → Organizational Commitment	0.381	4.659	0.000	Significant
H5	Job Satisfaction → Organizational Commitment	0.258	2.340	0.024	Significant

**Source: Research Data, 2023**

According to the table above, the results of hypothesis testing are as follows:

1. Transformational leadership has an impact on job satisfaction. Transformational leadership has a 0.512 influence coefficient on job satisfaction. With a tcount value of 4.419 (tcount>1.68) and a significance value of 0.000 (p<0.05), H1 is accepted.
2. Work-life balance has an impact on job satisfaction. Work-life balance has an influence coefficient of 0.269 on job satisfaction. With a tcount value of 2.523 (tcount>1.68) and a significance value of 0.016 (p<0.05), H2 is accepted.
3. Transformational leadership has an impact on organizational commitment. Transformational leadership has a 0.349 influence coefficient on organizational commitment. With a tcount value of 3.480 (tcount>1.68) and a significance value of 0.001 (p<0.5), H3 is accepted.
4. Work-life balance has an impact on organizational commitment. Work-life balance has a 0.381 influence coefficient on organizational commitment. With a tcount value of 4.659 (tcount>1.68) and a significance value of 0.000 (p<0.03), H4 is accepted.
5. Job satisfaction influences organizational commitment. Job satisfaction has a 0.258 influence coefficient on organizational commitment. With a tcount value of 2.340 (t>1.68) and a significance value of 0.024 (p<0.10), H5 is accepted.

### Indirect Influence

Indirect influence is used to test the influence of exogenous variables (transformational leadership and work-life balance) on endogenous variables (organizational commitment) through the mediating variable (job satisfaction). The results of indirect influence hypothesis testing are presented in the following table.

**Table 6. Indirect Influence**

Hypothesis	Influence	Beta	tcount	P	Result
H6	Transformational Leadership → Job Satisfaction → Organizational Commitment	-	2.071	0.038	Significant
H7	Work-life balance → Job Satisfaction → Organizational Commitment	-	1.722	0.084	Not Significant

**Source: Research Data, 2023**

Based on the table above, the hypothesis testing results indicate that transformational leadership affects organizational commitment mediated by job satisfaction, with a tcount value of 2.071 (tcount>1.68) and a significance value of 0.038 (p<0.05). The results show that transformational leadership influences organizational commitment mediated by job satisfaction; thus, H6 is accepted.

Work-life balance affects organizational commitment, which is mediated by job satisfaction, with a tcount value of 1.722 (tcount>1.68) and a significance value of 0.084

( $p < 0.05$ ). The results show that work-life balance does not influence organizational commitment mediated by job satisfaction; therefore, H7 is rejected.

## **Discussion**

The following discussion highlights the research findings: Transformational leadership is highly effective in an organization and is crucial in management to enhance job satisfaction. Transformational leadership channels positive energy to members, and leaders with transformational leadership are considered role models. This study found that transformational leadership significantly influences job satisfaction. These results support previous research by Sari et al. (2017), which stated that transformational leadership positively and significantly affects job satisfaction among employees at Perusahaan Daerah Pasar Kota Denpasar. Additionally, Priyatmo (2018) indicated that transformational leadership directly impacts job satisfaction, with employees feeling satisfied primarily because of their leaders.

The principal of SMA Swasta Maitreyawira has established policies to enhance teachers' competencies and careers. According to the research results, the leader implements new programs, provides new ideas, offers motivation, and maintains discipline at work, resulting in high value.

The second hypothesis test showed that work-life balance affects job satisfaction. Work-life balance is a management tool to increase job satisfaction. An organization must consider the balance between work life and social life outside of work. According to the research findings, the management of work and family time is well executed, with active participation in activities outside of work and the fulfillment of family and colleagues' expectations. This allows teaching staff to perform their tasks optimally and feel involved in the organization. These results support the research conducted by Susanto et al. (2022), which found that a high work-life balance affects job satisfaction. Therefore, the school provides work-life balance for the teaching staff.

The third hypothesis test showed that transformational leadership affects organizational commitment. Employees will feel more positive about achieving organizational goals if they receive positive support from their leaders. Additionally, thanks to this support, employees feel confident enough to work more effectively, enhancing the positive relationship between leaders and subordinates. This research aligns with Ausat et al. (2022), who stated that transformational leadership positively impacts organizational commitment. Thus, transformational leadership is a solution for organizations to foster organizational commitment. Consequently, the leadership style applied by SMA Swasta Maitreyawira Deli Serdang is effective, providing positive support to teachers and enabling them to work harder and strive to achieve the school's goals.

The fourth hypothesis test indicated that work-life balance influences organizational commitment. This study's findings show that work-life balance affects organizational commitment. Work-life balance involves an employee's ability to balance work responsibilities with life outside of work (Parkes, 2008). A crucial aspect of work-life balance is time balance—the proportion of time used for work and for enjoying life with family or friends. The second aspect is involvement, or commitment to activities. If an employee can manage their involvement both at work and outside of work, it will enhance organizational commitment. These findings support previous research by Rumangkit and

Zuriana (2019), which found that work-life balance, including time balance, involvement balance, and satisfaction balance, affects organizational commitment.

The fifth hypothesis test indicated that job satisfaction influences organizational commitment. Job satisfaction is a positive emotional state derived from evaluating one's work experience. Higher job satisfaction leads to higher organizational commitment. The respondent characteristics showed that those working for more than four years were the fewest, indicating a relatively low level of organizational commitment. Therefore, the school needs to create job satisfaction among the teaching staff. Research by Brown and Barker (2019) found a strong influence between job satisfaction and organizational commitment.

The mediation variable testing showed that job satisfaction mediates the influence of transformational leadership on organizational commitment. The findings indicate that transformational leadership has a positive and significant impact on organizational commitment through job satisfaction. This demonstrates that a leader who provides support and motivates subordinates creates feelings of appreciation and trust, leading to job satisfaction among employees. These findings are crucial for organizations, as job satisfaction mediates the relationship between transformational leadership and organizational commitment. Job satisfaction is important and can inform organizational policies.

The research implications for an organization highlight that leaders can transform potential into actuality, turning latent possibilities into manifest outcomes. This transformation fosters job satisfaction among subordinates, particularly teaching staff, which in turn influences organizational commitment. Conversely, work-life balance does not have a positive or significant impact on organizational commitment. SMA Swasta Maitreyawira Deli Serdang maintains job satisfaction, although it does not mediate the relationship between work-life balance and organizational commitment. Other variables not included in this study, such as well-being, quality of work life, and work systems, could also mediate this relationship.

## **CONCLUSION**

The results of this study are theoretically beneficial for the field of human resource management (HRM). In the context of this organization, which is a school, it is necessary to have a leader who applies a leadership style that can motivate teachers, encourage them to pursue better careers, and boost their confidence, thereby fostering emotional attachment within the school environment. Teachers actively participate in school activities on a voluntary basis. This study concludes that if a leader with a transformational leadership style can provide support to teachers by implementing necessary programs, offering ideas to address problems, and motivating them to continuously pursue their careers and achieve regional or national recognition, it will enhance organizational commitment. Teachers will be emotionally loyal to the school. Additionally, job satisfaction can mediate the relationship between transformational leadership and organizational commitment. Policies aimed at maintaining teachers' job satisfaction can help sustain organizational commitment.

The study's findings on work-life balance conclude that if an employee can balance their time and involvement in both work responsibilities and activities outside of work, it will

enhance their job satisfaction. Work-life balance can also maintain employee commitment—in this case, the teachers. However, job satisfaction does not mediate the relationship between work-life balance and organizational commitment. Initially, it was hoped that job satisfaction would mediate this relationship. However, it turns out that variables outside this study, such as well-being, quality of work life, and work systems, may also mediate this relationship.

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