

# The Role of Employees Job Satisfaction in the Relationship between Transformational Leadership and Affective Commitment at Roof-Tile Manufacturing Company

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## Abstract

Human resources play a strategic and important role to achieve company's vision and mission, the quality of human resources will affect the performance and progress of an organization. Commitment is very important for organization, a strong affective commitment encourages employees to contribute better, there are constructive factors of affective commitment such as transformational leadership and job satisfaction. This study wants to examine the relationship

between transformational leadership, affective commitment, and job satisfaction and the effect of transformational leadership practices on affective commitment directly and indirectly through the mediating role of job satisfaction in tile rooftop manufacturers at Jatiwangi Indonesia. A quantitative survey approach has been used, and 5 hypotheses were tested with a sample 184 of 350 employees of roof-tile manufactures was selected to answer the questionnaire. Data collected based on descriptive analytics processed by SPSS Software, and the result of this study show that there is a positive relationship between these variables, transformational leadership significant positive relations to job satisfaction and affective commitment and job satisfaction becomes a partial mediator variable in the relationship between transformational leadership with affective commitment, but yet those 4 company still not represent all roof-tile company in Indonesia, future studies could replicate the current one by collecting data from different sources.

**Keywords:** transformational leadership, affective commitment, job satisfaction, roof-tile company in Indonesia.

## 1. Introduction

Human resource management (HRM) practices help managers accomplish organizational goals by successfully handling jobs and people in organizations (Boxall and Purcell, 2003), HRM deals with human beings working in an organization, need a humanistic approach to manage people towards working effectively in an organization (Shah et al., 2020). Human resources play a strategic role and have a firm position in company (Rajnoha and Lesn ĩ kov á 2016), their activities contribute to achieving goals of group of workers, department and corporate (Mura et al., 2017) this is the fact that Human resources has an important role in reaching the company's vision and mission, company need qualified human resources that have superior performance to compete during global competition. Quality of human resources is a resource that is needed by company (Octaviannand, 2017) and involvement human resource play an important role in employees' affective commitment (Yang, 2012).

Employee commitment is very important for organizations in today competitive business world. Good human resource management is when employees have a high commitment, especially affective commitment (Dinc and Plakalovic, 2016), affective component, continuance component and normative component are three component model of organizational commitment Allen's Study (1991, as cited in Dinc and Plakalovic, 2016). Affective commitment that arises from self-awareness will be a driving factor for employees in carrying out work optimally. Strong commitment arises when employees feel an emotional connection (Manuel and Rahyuda, 2015). The alignment of organizational goals with individual employee goals is believed to increase strong commitment (Harthantyo and Raharjo, 2017) from these studies it can be understood that the organization needs to build a strong commitment among employees, Strong affective commitment than employees will contribute better, and affective commitment can develop by managing several conditions in the company. Affective commitment needs to be developed and managed by the organization, since the benefit has been great. Although affective commitment has been thoroughly researched in many areas, the research in family companies, especially in tile-roof

manufactures has never been carried out, and never been measured, this study used transformational leadership and job satisfaction as the main factors to strengthen the study. -

Previously, researchers examined the constructive factors of affective commitment, such as clarity of job goals and objective job appraisals (Park and Rainey, 2007), job stress (Yang et al., 2017; Ali et al., 2011), learning culture (Joo, 2020; Islam, 2015), compensation (Paik et al., 2007; Nawab and Batthi, 2011), employee job satisfaction and motivation level (Sohail et al., 2014; Tosun and Ulusoy, 2017), perceptions of the importance of employee roles (Sanders, 2008; McCormick and Donohue, 2016), confident and belief in one's own abilities (Giovanita, 2017), transformational leadership (Dlamini et al., 2017; Riaz et al., 2011; Shah et al., 2020), and procedural justice (Charbon-neau and Wood, 2018). The diversity of factors that build the employee affective commitment will make it easier for organizations to have a program to implement.

This study wants to examine the relationship and the effect of transformational leadership practices on affective commitment directly and indirectly through the mediating role of job satisfaction. Leaders have a big role in supporting the success of contributing to the organization. By applying a transformational leadership style, employees are expected to feel more comfortable at work, because they feel comfortable at work, they are then expected to be satisfied with the work and the organization, these two elements are expected to increase affective commitment to the organization. Transformational leadership is known as a positive leadership style in which leaders' value innate contributions, listen to input, and involve employees in decision making. This will bring out a feeling of being valued in employees. This positive support will encourage perceptions associated with job satisfaction and increase affective commitment (Malik et al., 2017; Qing et al., 2019)

This study conducted at four manufactures companies engaged in roof-tiled in Jatiwangi -West Java Indonesia. For company, achieving business goal is very important, leader need to motivate the employees and reach companies objectives, employees with optimal performance are expected to be the core of organization success. Based on interviews, managers of human resources from the company, the level of affective commitment of employees was found to be at a moderate level. It is seen from the relatively low awareness of employees to contribute more, for example when working hours are over, they feel that the day's work has been completed, employees feel their job is a burden, they are not considered the work is to develop themselves and the organization. Company expects optimal employee performance, they use a resource management approach to build their employees' affective commitment by looking on to how to raise the level of affective commitment, the management attract to the two things, it is a leadership style and job satisfaction level in the company. Based on the result of the reviews this study wants to focus to leadership style and job satisfaction, also want to measure the extent of employee satisfaction, and identify whether leadership style and job satisfaction level can be an appropriate basis for increasing affective commitment. This study expected to provide accurate answers so that the management and implementation of policies related to human resources in this organization can be carried out effectively.

### *1.1 Transformational Leadership and Job Satisfaction*

Transformational leader is a leader who motivates follower through inspiration, the leader offered challenge to the followers and support their personality development (Shurbagi, 2014), Spector's study (1985 as cited in Subhargi, 2014) views job satisfaction as an area of evaluation feeling about the job. Transformational leadership and job satisfaction are essential elements to reaching the achievement of organization, job satisfaction will lead to contribute more to organizational goals execution. A good leader positively influences employee behavior related to increased satisfaction. There was positive relationship between leadership and job satisfaction, and leadership had an effect on job satisfaction Robbin's study (1996, as cited in Sang et al., 2019), Yates (2014) stated that ethical leadership was positively correlated with job satisfaction and organizational commitment. Transformational leadership positively influences job satisfaction (Kiarie et al., 2017; Choi et al, 2016; Yang and Lim, 2016; Kiboss and Jemiryott, 2014) this is support by Boamah et al (2018) who stated that transformational leadership has a strong positive effect on the empowerment of the workplace, which in turn improved job satisfaction. Yang's study (2012, as cited in Abdullah et al., 2017) found that job satisfaction acts as a mediator between transformational leadership. These studies were conducted using diverse respondents from a variety of industries such as banks, hospitals, restaurants, education, media, hotels. This diversity of the backgrounds of the industry can reinforce the view that transformational leadership is positively associated with job satisfaction. Therefore, this study proposed the hypothesis

*H1: Transformational leadership has significantly and positively affected the job satisfaction*

### *1.2 Transformational Leadership and Affective Commitment*

Transformational leadership and affective commitment, leadership is one final factor that affects performance significantly (Abdullah et al., 2017). Several previous studies have specifically explored the effect of transformational leadership on affective commitment, such as (Yang, 2012; Nguni et al., 2006; Abdullah et al., 2017) their studies found that transformational leadership behaviors be the primary determinant of affective commitment. Ramachandran and Krishan study (2009, as cited in Amin et al., 2018) stated that commitment of employee significantly affected by leadership style, and Van der Voet (2016) study in a public sector and the result show that transformational leadership contribute to the process of organizational change and increases the affective commitment. In line with Jung (2016) who study about transformational leadership and affective commitment at a hospital – Korea, Jung stated that the ethical leadership training programs for head nurses are likely to improve affective commitment and job satisfaction among staff nurses, and Işik (2020) also found a positive relationship between ethical leadership to affective commitment and job satisfaction. In the term of fostering creativity and innovation, an affective commitment was moderating the effect of transformational leadership on creativity (Khaola, 2019), therefore, this study proposed the hypothesis

*H2: Transformational leadership has significantly and positively affected the affective commitment*

*H3: Transformational leadership has an indirect effect on affective commitment*

### *1.3 Job Satisfaction and Affective Commitment*

Job satisfaction and affective commitment are often discussed in research related to employee work behavior. Spector Study (1997 as cited in Alkhateri et al., 2018) defines job satisfaction as an attitude reflecting on how well people like or dislike their job. Job satisfaction is the degree to which people are pleased with their work and how they feel about various aspects of their job. (Agho et al., 1993; Chu et al., 2003 as cited in Alkhateri et al., 2018). Affective commitment refers to individual commitment to the organization is simply motivated by affiliation with the organization and emotional connection. (Allen and Meyer, 1996 as cited in Alkhateri et al., 2018).

Employees with affective commitment develop a closer and more emotional relationship with the organization. The emotional attachment makes employees working harder and seriously. Jung (2016) study stated that affective commitment plays a complete mediating role with an effect on the relationship between ethical leadership and job satisfaction, Abdallah (2016) stated that job involvement positively and important effect on job satisfaction and organizational commitment, (Alkhateri et al., 2018) also stated that job satisfaction predicts affective commitment substantially. In addition, different studies have reported similar findings in relation to affective involvement as an aspect of organizational commitment. This result further supports the proposition that if the organization pays attention to their degree of happiness, workers can reach a higher level of affective involvement that is required by the company. Based on those facts this study proposed the hypothesis:

H4: The job satisfaction has significantly and positively affected the Affective Commitment.

In addition, the research question related to the relationship of transformational leadership, affective commitment, and job satisfaction, Shurbagi (2014) found the effect of organizational commitment as a mediating variable on this relationship in Petroleum sector in Libya, the relationship between transformational leadership and job satisfaction affects organizational commitment. Chen's study (2004, as cited in Shurbagi (2014) confirmed organizational commitment as mediate in the relationship between transformational leadership behaviors and job satisfaction. This study determines the following hypothesis.

*H5: Job satisfaction will mediate the relationship between transformational leadership and Affective Commitment*

## **2. Method**

Based on literature review this study used a causal descriptive quantitative research method. Descriptive is used to present findings specifically how employees perceive the behavior under study and causal is used to explain the causal model among variables. The influence between variables was measured using SPSS and explained using path analysis techniques. Path analysis is also the basis for describing direct and indirect relationships (Riduan and Kuncoro, 2012).

Table 1. Demographic Characteristics

Demography	Category	Respondents	%
Sex	male	127	69%
	female	57	31%
Age	<25 year	6	3%
	> 25 - 30 year	21	11%
	> 30 - 35 year	32	17%
	> 35- 40 year	37	20%
	> 40 - 45 year	54	29%
	> 45 - 50 year	31	17%
	> 50 year	3	2%
Education	SD	127	69%
	SMP	42	23%
	SMA	13	7%
	Diploma	1	1%
	S1	1	1%
Tenure	< 1 year	11	6%
	1 - 3 year	53	29%
	> 3 - 5 year	46	25%
	> 5 - 10 year	46	25%
	> 10 year	28	15%
Position	Officer	155	84%
	Supervisor	26	14%
	Manager	3	2%

This study employed the survey method in which the questionnaires was developed from job satisfaction question-based Robbins and Judge (2017), transformational leadership based on Baysak and Yener (2015) and Affective commitment based on Meyer and Allen (1991). Each question developed using Likert scale statement. There are 350 total employees from 4 companies of roof-tile, this study distributed 240 questionnaires and received 184 useable reponds which represents the employee population in the organization. Based on gender, 127 respondents are male and 57 are female, most are primary school respondents, and the rest are above, and 79% of the employees have worked for more than 1 – 10 years.

A reliability analysis using Cronbach's alpha was run on 30 items questions to measure the construct, all question items are declared valid, and alpha Cronbach's 0.8 greater than 0.7, all variables are reliable. To test the significance of indirect effects, this study used bootstrapping process Macro (Hayes et al., 2017; Hayes, 2018). Bootstrapping considered as an effective solution to avoid the normality of sampling distribution assumptions (Preacher et. al., 2007).

### 3. Results

Table 2. shows the inter-construct correlations with means and standard deviation. The analysis of correlation between job satisfaction and transformational leadership. There exists adequate evidence to show that transformational leadership statistically significant and positively affect to job satisfaction ( $\beta= 0.587$ ,  $SE= 0.071$ ,  $p = 0.00$ ) support the H1 , transformational leadership statistically significant and positively affect to affective commitment ( $\beta= 0.356$ ,  $SE= 0.072$ ,  $p = 0.00$ ) this support H2 , and job satisfaction statistically significant and positively affect the affection commitment ( $\beta= 0.544$ ,  $SE= 0.064$ ,  $p = 0.00$ ) in manufacture roof-tiled company in Jatiwangi, this is support the H4

Based on the outcome, the association between the research variables, the relationship between variables could be inferred; transformational leadership, job satisfaction, and affective commitment were significantly having a positive relation. And these results consistent with previous study by Shurbagi (2014).

Table 2. Correlation

	Transformational Leadership			Job Satisfaction		
	Coeff	SE	p-value	Coeff	SE	p-value
<b>Job Satisfaction</b>	0.587	0.071	0.000	-	-	-
<b>Affective Commitment</b>	0.356	0.072	0.000	0.544	0.064	0.000
<b>Constant</b>	1.810	0.323	0.000	0.226	0.303	0.457
	R Square		0.274	R Square		0.516
	F=		68.8	F=		96.7
	p=		0	p=		0

Table 3 shows that their significance test relates to the prediction of the mediation of job satisfaction between transformational leadership and affective commitment. The result indicates that there is an indirect effect of transformational leadership on affective commitment (support H3) and estimate of this effect ( $\beta = 0.3197$ ) as well as a bootstrapped standard error and confidence interval. 95% confidence intervals contain the true value of a parameter in 95% of samples, b-value for the indirect effect falls between 0.1588 and 0.5146. This range does not include zero, which means that there is likely to be a genuine indirect effect. Job satisfaction is a mediator of the relationship between transformational leadership and affective commitment, this is support H5

Table 3. Indirect Effect of Job Satisfaction in the Relationship Between Transformational Leadership and Affective Commitment

Effect of Transformational Leadership on Affective Commitment				
	Effect	Boot SE	BootLLCI	BootULCI
<b>Transformational Leadership -&gt; Job Satisfaction -&gt; Affective Commitment</b>	0.3197	0.925	0.1588	0.5146

#### 4. Discussion

This study obtained to describe the relationship between transformational leadership, job satisfaction, and affective commitment, and the effect of transformational leadership on these variables in roof-tiled manufacture company Jatiwangi – Indonesia. This study found that there is a positive relationship between these variables, transformational leadership significant positive relations to job satisfaction and affective commitment. These results are mostly consistent with the previous studies, Rebeiro et al study at Turkey stated that transformational leadership relates to affective commitment, transformational leadership promotes employees' affective commitment (Ribeiro et al., 2018), in line with Abouraia and Othman (2017) study in the financial market of Jeddah, Saudi Arabia, they found there was a

significant and positive connection between transformational leadership, job satisfaction, and organizational commitment. Similar to the findings in Luu and Phan (2020) study in Vietnam the result remains the same there a positive connection between transformational leadership, job satisfaction, and organizational commitment. The finding of this study and previous studies have further strengthened the empirical support that transformational leadership is the factor that influence affective commitment.

The findings of this study show that the relationship between independent variable and dependent variable is significant when mediator variable is included, therefore this study concludes that job satisfaction becomes a partial mediator variable in relationship between transformational leadership with affective commitment, support by Rahman and Rashid (2018) study, so transformational leadership not only directly influence the affective commitment but also influences affective commitment through job satisfaction, this also explains that the affective commitment of leader to implement the transformational leadership can be enhanced and driven by their job satisfaction through the stimulus of directors' transformational leadership practices. However, these findings of this study quite differ from Rahmi (2014) study result at SMA in East Lombok, Rahmi's study shows job satisfaction did not play a role as a mediator in the relationship between transformation leadership practice and affective commitment among teachers. The difference happens possibility because of contexts, theory, and scope of the study is differing.

This study has certain limitation, the research data does not represent all tile companies, Since the data used in this analysis was obtained at one point in time from four sources, the problem of common method bias cannot be ruled out, future studies may repeatedly collect the data from the same sample over an extended period of time.

Overall, this study result showed that there was a significant positive relationship between all dimensions of transformational leadership, job satisfaction and affective commitment among employees in roof-tiled manufacturing company in Jatiwangi – Indonesia. A leader who practices the dimensional of transformational leadership will increase the affective commitment, in the other hands job satisfaction serves as a mediator in the relationship of transformational leadership and affective commitment, since we know that job satisfaction plays important role toward affective commitment and transformational leadership, the manager should develop employee satisfaction to increase their affective commitment in implementing the transformational leadership.

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