

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND TRANSACTIONAL LEADERSHIP ON JOB SATISFACTION WITH COMMITMENT ORGANIZATION AS AN INTERVENING VARIABLE

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Abstract

This study aims to determine the effect of transformational leadership and transactional leadership on job satisfaction with organizational commitment as an intervening variable. The data used are primary data obtained through distributing questionnaires to 168 nurses at Cut Meutia General Hospital, North Aceh. The sampling technique used was Purposive Random Sampling. Data analysis was carried out using the structural analysis method (SEM) and processed with the Analysis Moment of Structural (AMOS) program. The results of the study indicate that transformational leadership and transactional leadership influence organizational commitment, and transformational leadership, transactional leadership, and organizational commitment influence job satisfaction. In addition, organizational commitment is proven to mediate the relationship between transformational leadership and transactional leadership on job satisfaction of nurses at Cut Meutia General Hospital, North Aceh.

Keywords: Transformational Leadership, Transactional Leadership, Organizational Commitment and Job Satisfaction.

1. BACKGROUND

The healthcare industry is a vital sector in national development because it plays a direct role in improving the quality of life and well-being of the community. This sector focuses not only on curative aspects but also encompasses preventive, promotive, and rehabilitative efforts. In Indonesia, the government has prioritized health, one of which is through the National Health Insurance (JKN) program, which provides equitable access to healthcare services for all citizens. In the healthcare industry, hospitals are the most complex institutions due to their labor-intensive, capital-intensive, and technology-intensive nature. As organizations operating around the clock, hospitals are required to maintain service quality, patient safety, and the highest professionalism of all their human resources. Work pressure, emotional burden, and high stress levels make human resource management in hospitals a significant managerial challenge. Hospital success depends heavily on the quality of its human resources, particularly nurses, who serve as the frontline of service. However, the phenomena identified at Cut Meutia General Hospital in North Aceh indicate problems such as low initiative, a passive attitude toward change, and suboptimal teamwork. These conditions have the potential to degrade service quality and impact nurse job satisfaction.

In the context of human resource management, leadership is a key factor. Two leadership styles widely studied in the literature are transformational leadership, which emphasizes inspiration, innovation, and individual attention, and transactional leadership, which emphasizes clear rules and rewards for performance. Both are believed to be able to create a conducive work environment in hospitals. However, the relationship between leadership and job satisfaction is often indirect, but rather mediated by organizational commitment. This commitment reflects employees' psychological bond with the hospital, characterized by a willingness to persist, acceptance of organizational values, and striving to achieve shared goals. Effective leaders will first foster commitment, which then forms the foundation for sustainable job

satisfaction. Previous research, such as that conducted by Widyatmika and Riana (2020) and Armansyah (2020), has shown that leadership style influences job satisfaction through organizational commitment. However, research specifically examining the role of transformational and transactional leadership on job satisfaction with organizational commitment as a mediating variable, particularly in Aceh regional hospitals, is still limited. This represents an important research gap requiring further study. Cut Meutia General Hospital in North Aceh, as a primary referral hospital, has a long history dating back to the independence era. To this day, the hospital continues to adapt to provide quality healthcare services amidst limited facilities and increasing public demands. In these circumstances, ensuring nurses have high organizational commitment and job satisfaction is a crucial strategy to support the achievement of the hospital's vision. Thus, this study aims to analyze the influence of transformational and transactional leadership styles on nurse job satisfaction, with organizational commitment as an intervening variable at Cut Meutia General Hospital in North Aceh. The results are expected to provide theoretical contributions to the development of management science and practical input for the hospital in formulating effective leadership strategies to improve the quality of healthcare services.

2. RESEARCH METHODS

2.1 Research Location and Object

This research was conducted at Cut Meutia General Hospital, North Aceh, on Jalan Lintas Sumatera, Buket Rata, Blang Mangat District, Lhokseumawe City, North Aceh Regency. The subjects were nurses working at Cut Meutia General Hospital, North Aceh.

2.2 Sampling Techniques

This study used a purposive random sampling technique with a sample size of 168 nurses from a total population of 527 nurses at Cut Meutia General Hospital, North Aceh. The sample size was determined based on the SEM guidelines according to Ferdinand (2020), which is a minimum of 100–200 respondents or 5–10 times the number of indicators. With 24 indicators, a 7×24 sample size was used. = 168 samples. Data analysis was conducted using Partial Least Squares SEM (PLS-SEM) as described by Hair et al. (2022), as it is suitable for complex models, relatively small sample sizes, and non-normal data. The analysis stages included evaluating the measurement model (reliability and validity) and the structural model (R^2 , Q^2 , and path significance) through bootstrapping, with model feasibility determined by an SRMR value ≤ 0.08 .

Operational Definition of Variables

Operational definitions of variables aim to clarify the definitions and indicators between one variable and another. In this study, there are four latent variables: transformational leadership, transactional leadership, organizational commitment, and job satisfaction.

2.3 Data Analysis Methods

Data analysis in this study used Structural Equation Modeling (SEM) with the aid of AMOS software to test the model and hypotheses. SEM was chosen because it can analyze complex relationships simultaneously, where one variable can act as both a dependent and independent variable (Ferdinand, 2020). The analysis techniques used include confirmatory factor analysis to confirm the indicators of the latent variables and regression weights to test the influence between variables. According to Ferdinand (2020), SEM consists of two main parts: a measurement model that measures the indicators of the latent variables, and a structural model that explains the causal relationships between variables.

3. RESULTS AND DISCUSSION

3.1 Respondent Profile

Respondent characteristics in this study included gender, age, education, marital status, and length of service. The characteristics of respondents in this study are described in Table 2 below:

Table 2 Respondent Profile

Gender	Amount	%
Woman	108	64
Man	60	36
Total	168	100.0
Age	Amount	%
< 31 Years	31	18
31 - 35 Years	64	38
36 - 40 Years	44	26
41 - 45 Years	11	7
> 45 Years	18	11
Total	168	100.0
Education	Amount	%
Diploma (D3)	97	58
Bachelor degree)	71	42
Total	168	100.0
Group	Amount	%
Goal I	21	12
Goal II	75	45
Goal III	56	33
Goal IV	16	10
Total	168	100.0
Years of service	Amount	%
1-5 Years	33	19
6-10 Years	48	28
11-15 Years	68	40
16 – 20 Years	15	9
> 21 Years	4	2
Total	168	100.0

Source: Research Results (2025)

Based on the characteristics of the 168 nurses at Cut Meutia General Hospital, North Aceh, the majority of respondents were female, namely 108 people (64%), with the largest age group in the 31-35 year range, namely 64 people (38%). In terms of education, the majority of respondents had a Diploma (D3) education, namely 97 people (58%). Viewed from the group, the majority of respondents were in Group II, namely 75 people (45%), while in terms of work experience, the majority of respondents had work experience of 11-15 years. years as many as 68 people (40%). Thus, it can be concluded that the profile of respondents in this study was dominated by female nurses of productive age, with a D3 education, in Group II, and with medium work experience.

3.2 Construct Validity and Reliability Analysis

Construct validity measures the extent to which research variable indicators reflect their theoretical latent constructs. Therefore, construct validity provides confidence that indicator measurements taken from a sample reflect actual scores in the population. Construct validity can be measured by examining factor loading values. First, factor loadings must be significant. Standardized loading estimates should be 0.50 or higher, and ideally, 0.70. The results of construct validity and reliability tests in this study are described in the following table:

Table 3 Results of Construct Validity and Reliability Tests

No	Variables	Construct Reliability		Variance Extracted		Conclusion
		Cut Off Value	Acquisition Value	Mark Cut Off	Acquisition Value	
1	Transformational Leadership (KT)	0.70	0.803	0.40	0.515	Reliable
2	Transactional Leadership (KS)	0.70	0.850	0.40	0.531	Reliable
3	Organizational Commitment (OC)	0.70	0.839	0.40	0.511	Reliable
4	Job Satisfaction (KK)	0.70	0.857	0.40	0.545	Reliable

Source: Research Results (2025)

The data in Table 3 shows that all variables used in this study have CR values greater than 0.70. The VE value is greater than 0.50. Thus, it can be concluded that the data used in this study is valid and reliable.

3.3 The Influence of Exogenous Variables on Endogenous Variables

To explain the results of the hypothesis testing in this study, a comprehensive analysis of the research model and regression weight data was conducted. The results of the research model analysis and regression weight values are illustrated in Figure 1 below:

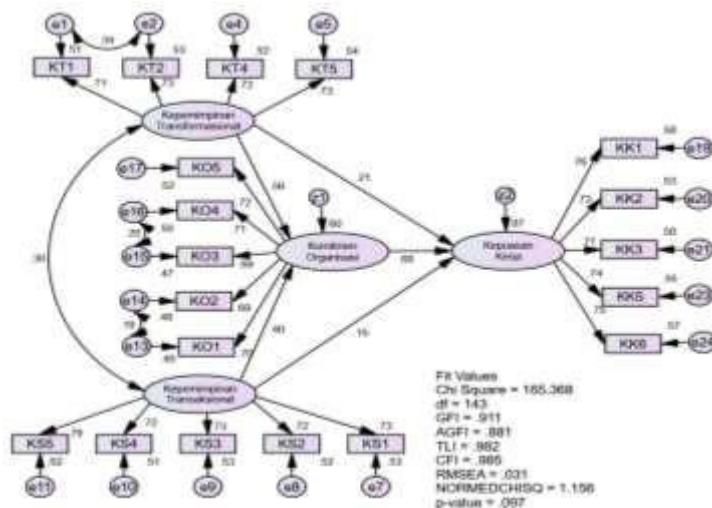


Figure 1 Complete Research Model

Next, to see the fit value of the research model after modification, see the following table:

Table 4 Research Model Suitability Index

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	165,368	Good
Probability	≥ 0.05	0.097	Good
CMIN/DF	≤ 2.00	1,156	Good
GFI	≥ 0.90	0.911	Good
AGFI	≥ 0.90	0.881	Marginal
TLI	≥ 0.95	0.982	Good
CFI	≥ 0.95	0.985	Good
RMSEA	≤ 0.08	0.031	Good

Source: Research Results (2025)

The results of the fit analysis shown in Table 4 indicate that after model modification, all values in the model meet the established criteria. Thus, the overall research model is declared fit. Furthermore, to determine the extent of the influence of the exogenous variables (transformational leadership and

transactional leadership) on the intervening variable (organizational commitment) and the endogenous variable (job satisfaction), Table 5 shows the following:

Table 5 Effect of Exogenous Variables on Endogenous Variables

			Est.	Std.	SE	CR	P
			Est				
Organizational Commitment	<---	Transformational Leadership	.549	.557	.098	5,584	.000
Organizational Commitment	<---	Transactional Leadership	.375	.402	.081	4,608	.000
Job satisfaction	<---	Organizational Commitment	.712	.680	.145	4,901	.000
Job satisfaction	<---	Transformational Leadership	.220	.213	.103	2,129	.033
Job satisfaction	<---	Transactional Leadership	.151	.155	.076	1,992	.046

Source: Research Results (2025)

Based on the results of the data analysis as shown in Table 5, it can be explained that all exogenous variables (transformational leadership and transactional leadership) have a significant direct influence on the intervening variable (organizational commitment) and the endogenous variable (job satisfaction). The intervening variable (organizational commitment) also has a direct influence on the endogenous variable (job satisfaction).

3.4 Discussion

3.4.1 The Influence of Transformational Leadership Towards Organizational Commitment

The results of the study indicate that transformational leadership has a positive and significant effect on organizational commitment of nurses at Cut Meutia General Hospital, North Aceh, with a significance value of $0.000 < 0.05$. Thus, the first hypothesis (H1) can be accepted. This means that the better the implementation of transformational leadership, the higher the nurses' commitment to the hospital. This finding is in line with previous research that confirmed the positive influence of transformational leadership on employee commitment and performance. Meyer et al. (1991) stated that supportive leadership is correlated with high affective commitment. Meanwhile, Eisenberger (2002) highlighted the role of employee position in strengthening these relationships. Other research by Wang (2022), Whang (2021), Andi & Nurhasanah (2023), and Hadi et al. (2018) also confirmed that improving the quality of transformational leadership has a direct impact on organizational commitment and employee performance.

3.4.2 The Influence of Transactional Leadership on Organizational Commitment

The results of this study indicate that transactional leadership has a significant effect on organizational commitment of nurses at Cut Meutia General Hospital, North Aceh, with a significance value of $0.000 < 0.05$. Thus, the second hypothesis (H2) can be accepted. This means that the increase in transactional leadership implemented by the hospital is in line with the increase in organizational commitment of nurses. These findings align with research by Syahrani et al. (2024) and Cahyadi et al. (2023), which confirmed that transactional leadership has a positive and significant effect on organizational commitment. This means that the better the quality of transactional leadership, the higher the employee's commitment to delivering optimal performance. Although research by Yulini et al. (2021) found different results, this study reinforces the view that transactional leadership remains crucial in building organizational commitment.

3.4.3 The Influence of Transformational Leadership on Job Satisfaction

The results of this study indicate that transformational leadership has a significant effect on nurse job satisfaction at Cut Meutia General Hospital, North Aceh, with a significance value of $0.033 < 0.05$. Therefore, the third hypothesis (H3) is accepted. This means that the better the implementation of transformational leadership, the higher the level of job satisfaction experienced by nurses. These findings align with previous research, such as that by Setiadi et al. (2022), who found that transformational leadership positively impacts employee performance, and by Hui & Sang Long (2024), who demonstrated that transformational leadership influences job satisfaction through six key dimensions: idealized influence, inspirational motivation, intellectual stimulation, individualized attention, empowerment, and personal

recognition. These findings are also supported by research by Putra (2024), who confirmed that transformational leadership can increase job satisfaction, motivate employees, and strengthen organizational loyalty.

3.4.4 The Influence of Transactional Leadership on Job Satisfaction

The results of this study indicate that transactional leadership has a significant effect on nurse job satisfaction at Cut Meutia General Hospital, North Aceh, with a significance value of $0.046 < 0.05$. Thus, the fourth hypothesis (H4) is accepted. This means that the better the implementation of transactional leadership, the higher the level of nurse job satisfaction at the hospital. This finding is consistent with research by Mawaddah & Wandary (2023), which demonstrated a positive and significant influence of transactional leadership on job satisfaction. Similar results were also demonstrated by Sihite et al. (2024), who found that transactional leadership directly impacts employee satisfaction and motivation. Karim (2024) also confirmed that leaders with clear expectations, rewards, and performance monitoring and correction significantly increase employee job satisfaction.

3.4.5 The Influence of Organizational Commitment on Job Satisfaction

The results of this study indicate that organizational commitment has a significant effect on nurses' job satisfaction at Cut Meutia General Hospital in North Aceh, with a significance value of $0.000 < 0.05$. Therefore, the fifth hypothesis (H5) is accepted. This means that the higher the organizational commitment of nurses, the higher their level of job satisfaction. These findings align with research by Rosid & Darojat (2022), which demonstrated a significant relationship between organizational commitment and job satisfaction, and research by Santoso (2022), which demonstrated that organizational commitment positively impacts employee performance. Furthermore, research by Arsandi et al. (2024) supports these findings by stating that increased organizational commitment is followed by a significant increase in job satisfaction, thus reinforcing the important role of organizational commitment in improving nurse job satisfaction.

3.4.6 Mediation Effect Analysis

1. Organizational commitment mediates the relationship between transformational leadership and job satisfaction.

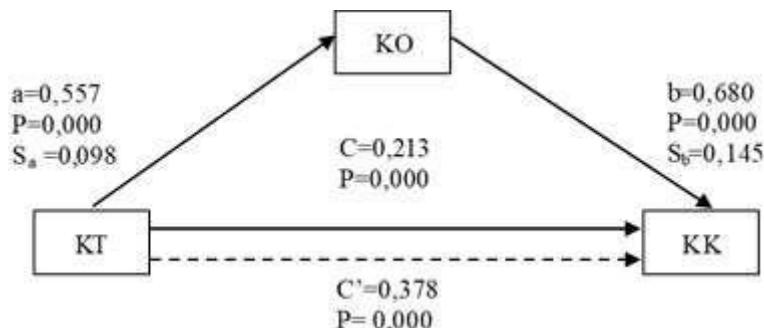


Figure 2 Test of the Mediation Effect of Transformational Leadership ---> Organizational Commitment ---> Job Satisfaction

The results of the study stated that the probability of path C' was significant, so it can be concluded that there was a partial mediation relationship or in other words, the organizational commitment variable partially mediated the relationship between transformational leadership and job satisfaction of nurses at Cut Mutia Hospital, North Aceh.

2. Organizational commitment mediates the relationship between transactional leadership and job satisfaction.

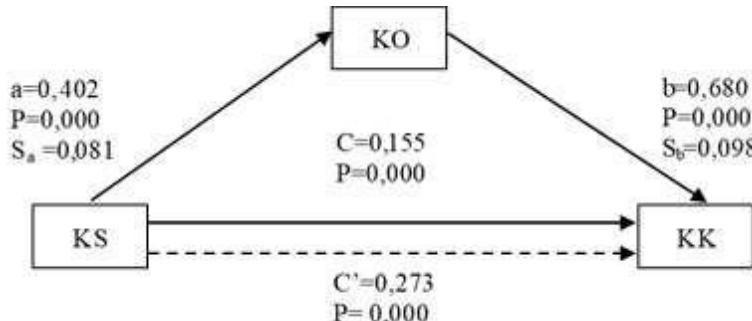


Figure 3 Results of the Test of the Mediation Effect of Transactional Leadership ---> Organizational Commitment -> Job Satisfaction

The results of the study stated that the probability of path C' was significant, so it could be concluded that there was a partial mediation relationship or in other words, the organizational commitment variable partially mediated the relationship between transactional leadership and job satisfaction of nurses at Cut Mutia Hospital, North Aceh.

4. CONCLUSION

Based on the research results as described in the discussion section, several conclusions can be formulated as follows:

1. Transformational leadership has a positive and significant influence on nurses' organizational commitment.
2. Transactional leadership has a positive and significant influence on nurses' organizational commitment.
3. Transformational leadership has a positive and significant influence on nurses' job satisfaction.
4. Transactional leadership has a positive and significant influence on nurses' job satisfaction.
5. Organizational commitment has a positive and significant effect on nurses' job satisfaction.
6. Organizational commitment partially mediates the relationship between transformational leadership and job satisfaction.
7. Organizational commitment partially mediates the relationship between transactional leadership and job satisfaction.

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