

The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment and Human Resource Performance in Islamic Boarding Schools

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ABSTRACT

Support organizational performance requires a figure as the role model for the organization members. This research aims to investigate the influence of transformational leadership on job satisfaction, organizational commitment, and human resource performance. A survey method was used, in which primary data were obtained through questionnaires about transformational leadership, job satisfaction, organizational commitment, and human resource performance. The total number of samples is 56 respondents purposively selected based on the preset criteria. The data were descriptively and quantitatively analyzed by the SEM technique. The findings show that transformational leadership has a significant and positive influence on job satisfaction and organizational commitment. Job satisfaction and organizational commitment have a significant and positive influence on HR performance. Meanwhile, transformational leadership does not have a significant influence on HR performance, but it has a positive relationship.

Keywords: HR Performance, Job Satisfaction, Organizational Commitment, Transformational Leadership Style

INTRODUCTION

As one of the Islamic educational institutions in Indonesia, Islamic boarding schools have been known for a long time. They, as community-based educational institutions, are directly managed by *Kiai* (a (Javanese) expert in Islam). As central figures, they must be capable of maintaining their existence and be recognized by society. In reality, however, many Islamic boarding schools fail to keep up with developments.

Along with their significant increasing number, Islamic boarding schools need to adapt to changing times. They occupy a vital role in the development of education in Indonesia. Their human resource is essential to enhance their performance. It provides an added value to measure their success and performance. Their performance is a dependency of great interest as the organizational goals and objectives are measured by the performance.

Our preliminary observations in Anwar Futuhiyyah Islamic boarding schools indicate a human resource performance issue. In the education process, the students are provided with life skills to face the challenges of the times. The Islamic boarding school management innovates by integrating with any public schools, Islamic Junior High School (MTs), Islamic Senior High School (MA), and Vocational School (SMK) with IT-based management. It has metamorphosed in teaching not only Islamic knowledge but also information technology and entrepreneurship. This phenomenon is inseparable from the *Kiai's* leadership style. The success of Islamic boarding schools depends on the leadership style of the Islamic boarding school's leader (Arman, Wardi, & Evanita, 2019).

Sanjiwani and Suana (2016) explained that HR performance is positively influenced by transformational leadership style, job satisfaction, and organizational commitment. Experts underlined that leadership is positively correlated with HR performance, employee commitment, satisfaction, individual and team performance, organizational effectiveness (Top, Abdullah, & Faraj, 2020).

Therefore, decision-makers are encouraged to show more transformational leadership behavior in their organizations because it has a major impact on encouraging organizational commitment, organizational citizenship behavior, increasing job satisfaction among their employees, and increasing individual performance (Apoi & Hamrila, 2019). This means that if the transformational leadership style, job satisfaction, and organizational commitment are good, the HR performance will be good. Puspa et al. (2017) proved that transformational leadership has a positive and significant impact on job satisfaction and organizational commitment.

According to Robbins and Judge (2017), job satisfaction is a positive feeling from work generated by evaluating its characteristics. One's job satisfaction is job satisfaction (all aspects of the job) multiplied by the importance of that job (Pawirosumarto, Sarjana, & Gunawan, 2017). Winarja, Sodikin, and Widodo (2018) explained that HR performance increases along with employee's job satisfaction. One's job satisfaction has a positive impact on their performance (Eliyana, Ma'arif, & Muzakki, 2019).

According to Robbins & Coulter (2018), organizational commitment refers to how employees are committed to a particular organization and its goals and maintain their membership in that organization. A high commitment to the organization positively affects HR performance (Suharto, Suyanto, & Hendri, 2019). A high organizational

commitment leads to a high performance of human resources encouraging the achievement of organizational goals and viability (Winarja et al., 2018)

LITERATURE REVIEW

Transformational Leadership Style

Leadership is about aligning people with visions, inspiring, motivating them, and providing effective communication (Plecas, Squires, & Garis, 2018). Transformational leadership describes the organization's future prospects and provides a model that is consistent with these prospects. It also offers various supports for individuals in the organization and encourages them to achieve the organizational goals (Korejan & Shahbazi, 2016). Transformational leadership is a leadership model that considers the benefit value as the basis for growth, proactivity, and tolerance, pays more attention to the realization of missions and strategies, optimizes human resources, identifies, and trains new talents (Mansaray, 2019).

Transformational leaders are those who inspire their followers to go beyond their own interests and have a profound and tremendous impact on their followers (Robbins & Judge, 2017). In addition to positive effect on employee effectivity (Bogar, 2019), leaders with a transformational style will pay attention to the needs of their individual followers, change their awareness of a problem by helping them see it in new ways, arouse and inspire them to put extra effort into achieving the group goals. They have a major impact on their followers, and they will respond with a higher level of commitment (Robbins & Judge, 2017). According to Robbins & Judge (2017) transformational leadership has the following characteristics:

1. **Idealized Influence**

It conveys the vision and mission, instilling a sense of pride, and earns respect and trust. A transformational leader behavior becomes a role model for their employees through exemplary behavior that instills pride and trust among followers.

2. **Inspirational Motivation**

A transformational leader has a sense of team spirit, enthusiasm, conveys high expectations, and expresses the essential goals in a simple way. This type of leader helps employees dedicate themselves to the vision of the organization. However, leaders cannot motivate their followers; they can inspire for achievement.

3. **Intellectual Stimulation**

It improves intelligence, rationality, and accurate problem-solving. A transformational leader encourages creativity and innovation and looks for more effective decision-making methods.

4. **Individualized Consideration**

A leader pays personal attention to the needs of their followers and tries to develop their potential by supporting, training, and guiding the employees to achieve their full potential.

In this leadership style, the leaders inspire and motivate by setting a compelling vision, spreading it, and focusing on developing relationships with their followers as teachers, mentors, and coaches.

Job Satisfaction

Robbins and Judge (2017) stated that job satisfaction illustrates a job evaluation, which is a positive feeling about the work. HR with a high job satisfaction has a positive sense of work. On the other hand, HR with low job satisfaction has negative feelings about their work. As a general concept, satisfaction can be described from the perspective of

employee behavior, and personal behavior is considered to be oriented towards organizational goals. Job satisfaction is a combination of psychological and environmental conditions that causes someone to honestly say that they are satisfied with their jobs (Alromaihi, Alshomaly, & George, 2017). Satisfaction is a condition of comparing the results employees gain from their work with those they deserve or are entitled to (Winarja et al., 2018). George (2018) in Hartono, Effendi, and Nurwati (2021) argued that job satisfaction is an emotional response to work generated by comparing the actual results of the incumbent with the expected results. It is an important issue because it has proven great benefits for employees and companies. For employees, high job satisfaction is an effort to increase happiness in life. For companies, it is an investment that improves the performance and reduces the company supervision costs Hartono et al. (2021). As suggested by Winarja et al. (2018), and Muafi and Azim (2019), the characteristics used to measure job satisfaction are:

1. Salary/Reward
2. Promotion
3. Supervision
4. Co-workers

Organizational Commitment

Organizational commitment is a condition or level in which employees of a particular organization prefer to maintain their membership in that organization (Jewell & Marc Siegall in Syam'un, Najamuddin, Mallongi, Ramlawati, & Andriani, 2021). Robbins & Judge (2017) stated that committed employees, even if they are dissatisfied with the organizational loyalty or attachment, are less likely to engage in the retreat work. Even if the employees are currently dissatisfied with their jobs, if they are committed enough, they are willing to make sacrifices for the organization.

Organizational commitment is one of the important factors in achieving organizational goals. Highly committed employees significantly improve organizations' results and goal (Suryani, 2018). It can be manifested in individuals' personal feelings, attitudes, and behavior who consider themselves a part of the organization, participate in any organizational activities, and are loyal to the organization (Rembet, Firdiansjah, & Sutriswanto, 2020). Employees with a high organizational commitment prioritize the interests of the organization rather than their personal interests, so they tend to excel and perform well (Nurzaman, 2020). Employee performance can be seen from their commitment to the organization, which is an emotional connection they have at work and their organization (Rembet et al., 2020). Adopted from Syam'un et al. (2021), we used five dimensions to analyze the variables of organizational commitment. They are:

1. Proud to be part of the organization
2. Concern for the fate of the organization
3. Loyalty to the organization
4. Strong belief in organizational values
5. Pleasure in the organization

Human Resource Performance

HR performance is the work of employees who meet the requirements (Top et al., 2020). It deals with the quality and quantity of employee work achievement in accordance with the tasks assigned to them (Hermina & Yosepha, 2019). It can be assessed by comparing their performance with the colleagues' (Buil, Martínez, & Matute, 2018). Their high-level and professional performance help the organization increase its success rate bringing positive impacts on the organizational goals (Mottoh, 2015). Employee performance will affect the company's overall performance (Nurzaman, 2020). The

higher the HR performance, the higher the company's performance. The HR performance evaluation in this research refers to the research by Winarja et al., (2018) as follows:

1. Quantity of Work
It is the amount of work produced in accordance with the job standards. It can be expressed in the number of units or cycles of completed activities.
2. Quality of Work
Employees have a good performance if they can produce the work in accordance with the quality requirements.
3. Time Utilization
The work must be completed on time. The performance is considered good if the work is completed on time and it does not hinder other works.
4. Cooperation
It deals with the ability to work together in completing the works.

The model of this research is presented in Figure 1.



Figure 1. Research Model

Based on the research model in Figure 1, we hypothesized:

- H1: Transformational leadership affects job satisfaction of an Islamic boarding school HR
- H2: Transformational leadership affects the organizational commitment of an Islamic boarding school HR
- H3: Transformational leadership affects the HR performance of Islamic boarding schools
- H4: Job satisfaction affects the performance of Islamic boarding schools' HR
- H5: Organizational commitment affects Islamic boarding school performance HR

RESEARCH METHOD

This research uses a survey method, frequently used for exploratory and descriptive research to collect data about people, events, or situations (Sekaran & Bougie, 2016). This research is conducted in the Anwar Futuhiyyah Islamic Boarding School. It is a *salaf* Islamic Boarding School, identical to traditional Islamic boarding schools, the curriculum of which focuses on religious knowledge. It integrates its education model with general education, and life skills education.

Our research populations are *santri* (students) and *ustadz/ustadzah* (teachers) in the Anwar Futuhiyyah Islamic Boarding School. The sampling was purposively selected by limiting to certain types of people who can provide the desired information, either because only they have it or they fit some criteria set by the researcher (Sekaran &

Bougie, 2016). The criteria for the sample taken are students who currently become administrators of the Islamic boarding school or have been administrators formerly, and teachers who teach at the Islamic boarding school and the general education.

The sample size is 56 (36 students and 20 teachers). It follows the rule of thumb of Roscoe in Sekaran & Bougie (2016), stating that the sample sizes of more than 30 and less than 500 are suitable for most studies. In multivariate studies (including multiple regression analysis), the sample size must be several times larger than the number of variables in that research (preferably ten times or more). The data was collected by a questionnaire method. The proposed questionnaire is measured with a Likert Scale of 1 to 5.

This research used a quantitative analysis with Partial Least Squares (PLS) method. This analysis is an alternative to OLS regression, canonical correlation, or covariance-based Structural Equation Modeling (SEM) of a system of independent and response variables. PLS can be implemented as a regression model to predict one or more dependent variables from one or more independent variables; or it can be implemented as a path model which deals with causal paths that connect the predictor variables to the response ones (Garson, 2016). This is a powerful analytical method as it does not assume the data in a specific measurement range and the sample size is relatively small (the recommended minimum range is 30 to 100) (Ghozali, 2013). Assessing the use of PLS as a quantitative analysis tool in research requires evaluating the structural model (inner-outer) and measurement model (outer model). When evaluating the measurement model, the convergent validity, discriminant validity, composite reliability, and average variance (AVE) are tested. To evaluate the structural model, the R-square (R^2) and path coefficient estimation tests are carried out.

RESULTS

Outer Model Test

The Outer Model describes a relationship between latent variables and their indicators. It is conducted by testing the convergent validity, discriminant validity, and reliability. Convergent validity can be seen from the loading factor value. If the value is greater than 0.5 to 0.6, it has met the convergence validity (Ghozali, 2013). The test results are presented in Table 1.

Table 1. Loading Factor Test

	<i>Transformational Leadership</i>	<i>Job Satisfaction</i>	<i>HR Performance</i>	<i>Organizational Commitment</i>
X1.01	0.750			
X1.02	0.794			
X1.03	0.812			
X1.04	0.848			
X1.05	0.838			
X1.06	0.836			
X1.07	0.807			
X1.08	0.850			
X1.09	0.785			
X1.10	0.737			
X1.11	0.872			
X1.12	0.802			
X1.13	0.848			

<i>X1.14</i>	0.901			
<i>X1.15</i>	0.826			
<i>X1.16</i>	0.851			
<i>X1.17</i>	0.853			
<i>X2.4</i>		0.798		
<i>X2.5</i>		0.836		
<i>X2.7</i>		0.825		
<i>X2.8</i>		0.832		
<i>X3.3</i>				0.711
<i>X3.5</i>				0.788
<i>X3.6</i>				0.771
<i>X3.7</i>				0.880
<i>X3.8</i>				0.760
<i>X3.9</i>				0.869
<i>X3.10</i>				0.860
<i>Y1.1</i>			0.799	
<i>Y1.3</i>			0.766	
<i>Y1.5</i>			0.847	
<i>Y1.6</i>			0.832	
<i>Y1.7</i>			0.782	
<i>Y1.8</i>			0.755	

The results of data processing with PLS, there are several deleted indicators, they are X2.1, X2.3, X2.3, X2.6, X3.1, X3.2, X3.4, Y1.2, and Y1.4 because the loading factor value does not meet the requirements. Table 1 shows that the loading factor value is more than 0.7, so it meets the requirements of the convergence validity test.

The discriminant validity test can be seen from the AVE value. If the value is greater than 0.50, it meets the requirements (Fornel and Larcker in Ghozali, 2013). The AVE value is presented in Table 2.

Table 2. Average Variance Extracted (AVE) Test

<i>Variable</i>	<i>Average Variance Extracted (AVE)</i>
<i>Transformational Leadership</i>	0.681
<i>Job Satisfaction</i>	0.677
<i>HR Performance</i>	0.636
<i>Organizational Commitment</i>	0.652

Table 2 shows that the AVE value of all latent variables is more than 0.05. It implies that it meets the discriminant validity test. The value of Cronbach's Alpha and composite reliability indicate the reliability test result. Ghozali (2013) explained that the latent variable is reliable if its value is greater than 0.7. The results of the reliability test are presented in Table 3.

Table 3. Reliability Test

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
<i>Transformational Leadership</i>	0.971	0.973
<i>Job Satisfaction</i>	0.843	0.894

HR Performance	0.885	0.913
Organizational Commitment	0.910	0.929

Table 3 signifies that the reliability test results of all latent variables are more than 0.7. It means that all the variables meet the test requirements and reliable.

Inner Model Test

R Square (R^2)

The R-square analysis provides an indication of model fit. The value of R^2 is used to measure the degree of change in the exogenous latent variable to the endogenous latent variable. The higher R^2 means, the better the prediction model of the proposed research model. The value of R-square is shown in Table 4.

Table 4. R Square Test

Variable	R Square	R Square Adjusted
Job satisfaction	0.218	0.204
HR Performance	0.630	0.609
Organizational Commitment	0.101	0.085

The percentage value of R Square (R^2) is good if the value is 0.67. If it is between 0.33 and 0.67, it indicates a moderate model. In addition, if it is below 0.33, it indicates a weak model (Chin in Ghozali, 2013).

Based on Table 4, the R Square value of the job satisfaction variable is 0.218. It means that transformational leadership can explain job satisfaction of 21.8%, indicating a weak model. The R Square value of HR Performance is 0.630. It implies that transformational leadership can explain HR Performance of 63%, signifying a moderate model. The R Square value of Organizational Commitment is 0.101. It means that transformational leadership explains Organizational Commitment of 10.1, reflecting a weak model.

Significance Test

The significance test aims to determine the effect of the exogenous latent variable on the endogenous latent variable. The results of the significance test are presented in Table 5.

Table 5. Significance Test

	Original Sample (O)	P Values
Transformational Leadership -> Job satisfaction	0.467	0.000
Transformational Leadership -> HR Performance	0.029	0.775
Transformational Leadership -> Organizational Commitment	0.318	0.003
Job satisfaction -> HR Performance	0.587	0.000
Organizational Commitment -> HR Performance	0.289	0.010

Table 5 confirms that the original sample value is positive. It means that the better the transformational leadership, the better job satisfaction, HR performance, and organizational commitment. Also, the positive value of the original sample indicates that the better job satisfaction and organizational commitment, the better HR performance.

The P value of the transformational leadership effect on job satisfaction and organizational commitment is $0.000 < 0.05$. This means that transformational leadership significantly impacts job satisfaction and organizational commitment. It can be said that the proposed hypothesis 1 and 2 is accepted.

The P value of transformational leadership effect on HR performance is $0.775 > 0.05$. This implies that transformational leadership has no significant impact on HR performance. The proposed hypothesis 3 is thus rejected.

The P value of job satisfaction and organizational commitment effect on HR performance is $0.000 < 0.05$. This means that job satisfaction and organizational commitment significantly impact HR performance. This implies that the proposed hypothesis 4 and 5 are accepted.

DISCUSSION

The results of the inner model evaluation are shown in Figure 2.

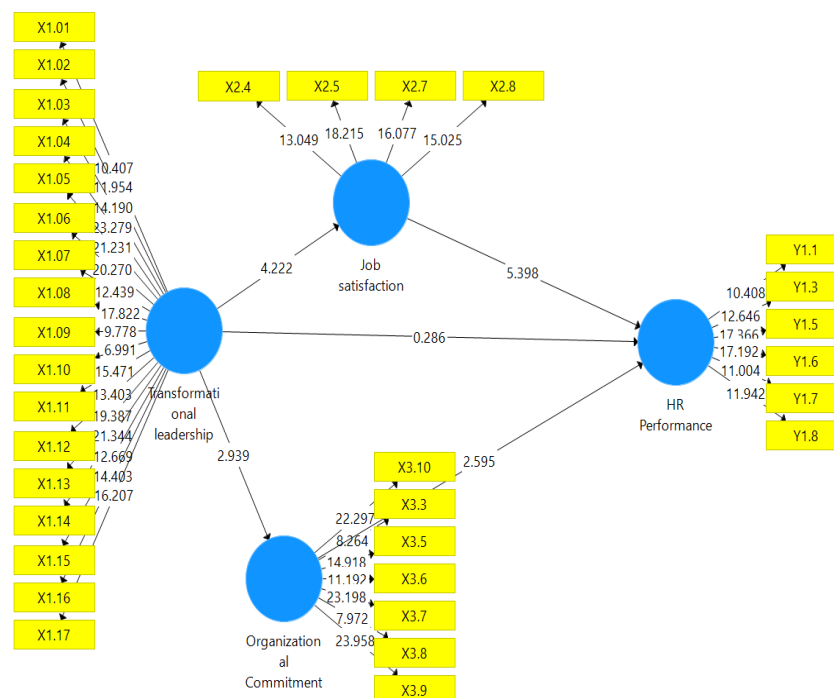


Figure 2. Inner Model Evaluation

The results of this research confirm Puspa et al. (2017), contending that transformational leadership has a significant and positive impact on job satisfaction and organizational commitment. The results also show that the integrative relationship between transformational leadership, organizational commitment, job satisfaction, and HR performance has a significant meaning. Transformational leadership is positively related to organizational performance, and it is recommended that organizations adopt this leadership style in order to improve people's abilities (Al Khajeh, 2018).

The findings also revealed that Kiai's transformational leadership style inspires students and teachers and encourages their high loyalty to stay with the organization. The students also feel pleasurable satisfaction over the leadership, promoting their creativity

in completing their tasks. They are also proud to be trusted to manage the Islamic boarding school and participate in developing it.

Suharto et al. (2019) asserted that a high HR performance is influenced by the extent to which one is committed to their organization. Those who are committed to the organization highly will make an effort to maintain their membership in that organization. A high organizational commitment leads to a high performance of human resources (Winarja et al., 2018).

CONCLUSION

The results of the research conclude that job satisfaction is significantly influenced by transformational leadership with a positive relationship. Organizational commitment is significantly and positively influenced by transformational leadership. HR performance is not influenced by transformational leadership; however, it has a positive relationship. HR performance is significantly and positively influenced by job satisfaction.

This research provides evidence that human resource performance positively correlates with other variables. This establishes that transformational leadership, job satisfaction, and organizational commitment are crucial in improving human resource performance. This research also highlights that kiai's transformational leadership inspires and motivates the students and teachers to do extraordinary jobs, ultimately affecting organizational performance.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare no potential conflicts of interest with the research, authorship, and or publication of this article.

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