
The Antecedent of Organizational Commitment in a Small-Medium Industry Context

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INDEXING

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*Culture;
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ABSTRACT

This study aimed to analyze the role of job satisfaction in moderating the relationship between organizational culture, transformational leadership, and organizational commitment, as the unit of analysis was workers in small and medium industries. It provides benefits in managing human resources, industrial relations, and organizational behavior in the context of SMEs so that optimal human resource management results in optimal competitiveness as well. The results found that job satisfaction could be an intervening variable for organizational culture and transformational leadership on organizational commitment. The results also revealed that organizational culture affected job satisfaction and organizational commitment, and transformational leadership affected organizational commitment. However, leadership did not influence job satisfaction, and job satisfaction did not influence organizational commitment. On the other hand, job satisfaction was an intervening variable for organizational culture and transformational leadership in influencing organizational commitment. Thus, this research contributes to enriching the theory of organizational behavior in the context of SMEs.

Kata kunci:

*Budaya;
Kepemimpinan
transformatif;
Kepuasan;
Komitmen*

ABSTRACT

Penelitian ini bertujuan menganalisis peranan kepuasan kerja dalam memoderasi hubungan antara budaya organisasi, kepemimpinan transformasional dan komitmen organisasi, di mana unit analisis adalah pekerja dalam industri kecil menengah. Hal ini memberikan manfaat dalam mengelola tenaga kerja, hubungan industrial dan perilaku organisasi dalam konteks ukm, sehingga dengan pengelolaan sumber daya manusia yang optimal menghasilkan daya saing yang optimal pula. Hasil penelitian membuktikan bahwa budaya organisasi mempengaruhi kepuasan kerja dan komitmen organisasi, dan kepemimpinan transformasional mempengaruhi komitmen organisasi. Namun kepemimpinan ditemukan tidak memberikan pengaruh terhadap kepuasan kerja dan kepuasan kerja tidak memberikan pengaruh kepada komitmen organisasi. Pada sisi lain, kepuasan kerja ditemukan berfungsi sebagai variable intervening bagi budaya organisasi dan transformasional leadership dalam mempengaruhi komitmen organisasi. Penelitian ini berkontribusi dalam memperkaya teori tentang perilaku organisasi dalam konteks ukm.

Article History

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INTRODUCTION

An organization is a social system whose life and survival depend on the existence of a strong relationship among the members (Bulent & Adrian, 2009). Apart from tools and equipment, a committed workforce is considered the leading and most important factor in the organization's survival. Managing people in an organization is a big challenge in dealing with the change process because it involves the values, preferences, and attitudes towards certain activities (Abdul Rashid et al., 2004).

A human value system is a precise and reliable relationship between people so that the opportunities are given to the organization and its members to do their best to achieve their goals. In addition, a well-managed company system will create organizational effectiveness. It has always been a major concern of researchers in the field of organizational behavior and human resource practitioners. Effectiveness in organizational management impacts organizational competitive advantage, and it becomes the capital of organizational competition. Competition in the global market requires organizations always to improve their performance, namely members, products, processes, and productivity, to stay in business (Olowookere, 2014). To lead to globalization and market liberalization, organizations must be prepared for the rapid changes in business dynamics. Every organization must be subject to various demands and changes in the environment. Competitive advantage cannot be achieved by organizations only by offering products or services, but human resources play an essential role (Mansoor et al., 2012; Turek & Wojtczuk-Turek, 2015) since all activities are planned, carried out, and evaluated by human resources. The staff's high organizational commitment improves the organization's competitive position (Ahmadi & Donuqzelbash, 2013).

The organization certainly desires the best members to stay in the organization, with high commitment. Commitment is seen as an essential factor determining organizational success as it can help the organization retain more staff to increase achievement, productivity, and effectiveness (Alrowwad et al., 2019). Employees who feel a strong organizational commitment will exert extra effort to carry out organizational tasks (Bulent & Adrian, 2009). Some factors that make up organizational commitment include belief and acceptance of the organization's goals, values, and goals, the employees who want to strive for the organization, and a strong desire to remain in it (Alrowwad et al., 2019). Several studies have found that commitment was positively related to personal characteristics, such as age, years of service, and marital status, and was negatively related to employee education level. It has also been uncovered that it was related to job characteristics, such as task autonomy, feedback, job challenges, job complexity, and specific work experiences, such as job security, promotion opportunities, training and mentoring opportunities, and supportive and caring leadership (Alrowwad et al., 2019). An effective organization must provide the employees' satisfaction and organizational commitment and disseminate the concept of customers to all departments, which means that all organization members are internal customers, so they must serve each other well (Bulent & Adrian, 2009).

Moreover, other factors that shape organizational commitment are job satisfaction (Ismail & Razak, 2016; Čulibrk et al., 2018; Akhtar et al., 2015; Mabasa et al., 2016; Ismail & Razak, 2016), organizational culture (Zaleha et al., al., 2013; Nazerian et al., 2015), and leadership (Yiing & Ahmad, 2009; Hassi, 2018).

Employee satisfaction measures how happy the workers are with their jobs and work environment (Sageer et al., 2012). High job satisfaction will affect organizational commitment. Meanwhile, job satisfaction itself is influenced by organizational culture (Sharma, 2017; Qazi & Kaur, 2017; Tsai, 2011; Usman, 2019; Reidhead, 2020; Rahman et al., 2017) and transformational leadership (Chandrasekara, 2019; Abelha et al., 2018; Malik et al., 2017; Mohammad et al., 2011; Fernandes & Awamleh, 2004; Eliyana et al., 2019). If culture is not in line with leadership, the organization will face difficulties (Handayanto et al., 2014). Besides, organizational beliefs and ideas have created a culture, which cannot be seen, but its physical manifestation is felt in the workplace (Bulent & Adrian, 2009).

Organizational culture adapts to face dynamic changes and meets various organizational demands to gain a competitive advantage in all its activities (Osibanjo & Adeniji, 2013); it can be a means to keep employees in line and adapt themselves to organizational goals (Osibanjo & Adeniji, 2013). Creating an organizational culture respects every organization member and effectively produces a higher level of organizational commitment. It produces higher levels of organizational commitment and job satisfaction (Batugal, 2019).

As a management function, leadership is fundamental to achieving organizational goals related to various problems, such as structure and order, coalitions, power, and organizational environmental conditions (Handayanto et al., 2014). Specifically, transformational leadership motivates the followers to do more than they expect and often even more than they think possible for the group's good. In this regard, behavioral characteristics include charismatic leadership, inspirational motivation, individual consideration, and intellectual stimulation (Lin & Hsiao, 2014), which increase follower's motivation, morale, and performance through various mechanisms (Odumeru & Ogbonna, 2013).

Hassi (2018) found that in the transformational leadership dimension used, including personal recognition, charisma, and intellectual stimulation, only personal recognition significantly affected job satisfaction and affective commitment. In their research, (Chang & Lee (2007) uncovered that leadership and organizational culture had a significant positive effect on employees' job satisfaction, where they used the operation of a learning organization as a mediator. Unlike Yiing & Ahmad (2009), they employed organizational culture as a moderating variable in the relationship between leadership behavior, organizational commitment, job satisfaction, and job performance. Moreover, Yiing & Ahmad (2009) disclosed that leadership behaviors (directive, participative and supportive) contributed positively and significantly to the prediction of organizational commitment. Besides, organizational culture (bureaucratic, innovative, and supportive) was generally a significant moderator in the relationship between leadership behaviors and organizational commitment. Meanwhile, an organizational commitment was a significant and negative predictor of job satisfaction.

Further, this study differs from previous studies. In this study, the authors placed the job satisfaction variable as a mediating variable in the relationship between organizational culture and transformational leadership on employee commitment, which other researchers have never done. In addition, this research was carried out on small and medium industries, which other researchers rarely do. Small and medium-sized industries can be said to be a form of profit organization that wants employees who are committed to their organization. For this reason, the research was conducted in a small and medium industrial environment.

The questions in this study are:

1. How is the relationship between organizational culture and job satisfaction?
2. How is the relationship between transformational leadership and job satisfaction?
3. How is the relationship between job satisfaction and organizational commitment?
4. How is the relationship between organizational culture and organizational commitment?
5. How is the relationship between transformational leadership and organizational commitment?
6. Is job satisfaction as an intervening variable for organizational culture on organizational commitment?

7. Is job satisfaction as an intervening variable for transformational leadership on organizational commitment?

The contribution given by this study is to examine the relationship between organizational culture, transformational leadership, and organizational commitment with job satisfaction as an intervening variable.

Literature Review

Organizational Commitment

Organizations must constantly increase the productivity of human resources, products, and processes to survive the competition. Employees tend to reciprocate positive experiences in the organization by behaving consistently with organizational goals and processes. It explains the positive character of employees and their dedication to their organization (Olowookere, 2014; Salem & Agil, 2012). It also emphasizes attachment to the employer's organization, including goals and values (Salem & Agil, 2012).

Meanwhile, the dimensions of organizational commitment include affective, normative, and continued commitments (Salehi & Gholtash, 2011; Gonzaga et al., 2015; Ngadiman et al., 2013; Mabasa et al., 2016; Kim, 2005; Ramalho Luz et al., 2018; Khan & Jan, 2015). Affective commitment refers to an employee's emotional attachment, identification, and engagement with the organization (Kim, 2005), arising out of necessity, and views that commitment occurs because of dependence on activities carried out in the organization in the past, which cannot be abandoned because it will be detrimental. Continued commitment alludes to awareness of the costs incurred by leaving the organization (Kim, 2005). On the other hand, normative commitment reflects a feeling of obligation to continue work (Kim, 2005), which develops due to socialization experiences, depending on the extent to which employees feel obligated, whether loyalty should be given due to the influence of others or the obligations should be given to the organization.

Job Satisfaction

Employee satisfaction is a person's response to his job and work environment (Sageer et al., 2012; Salem & Agil, 2012). Good relationships with colleagues, high salaries, good working conditions, training and education opportunities, career development, or other related benefits can improve employee satisfaction. Therefore, companies must ensure employees have high job satisfaction among workers, which is a prerequisite for increasing productivity, responsiveness, and quality and customer service (Sageer et al., 2012). If employees have low job satisfaction, there may be many negative effects on them and the organization, such as higher absenteeism and turnover rates and lower commitment (Ömer Faruk, 2013).

Job satisfaction is measured by the job itself (Ömer Faruk, 2013; Tsai, 2011; Budiman et al., 2014; Turek & Wojtczuk-Turek, 2015; Salehi & Gholtash, 2011; Ramalho Luz et al., 2018), promotion (Khan & Jan, 2015; Ömer Faruk, 2013; (Budiman et al., 2014; Salehi & Gholtash, 2011; Ramalho Luz et al., 2018), wages (Khan & Jan, 2015; Ramalho Luz et al., 2018; Ömer Faruk, 2013; Tsai, 2011; Budiman et al., 2014; Salehi & Gholtash, 2011), surveillance/supervision (Ramalho Luz et al., 2018; Ömer Faruk, 2013; Salehi & Gholtash, 2011; Khan & Jan, 2015), company policy (Ömer Faruk, 2013), coworkers (Ömer Faruk, 2013; Tsai, 2011; Budiman et al., 2014; Salehi & Gholtash, 2011; Khan & Jan, 2015), and work environment (Khan & Jan, 2015). Work conditions describe the work where the

employees have to do it. Meanwhile, supervision reflects the relationship among employees, their superiors, and coworkers to measure the relationship between employees in the organization. Employees will be more satisfied if their superiors know that they are good and competent in their work. Colleagues who can share the workload and work seriously can also increase efficiency. They reduce the overall burden of daily tasks or operations and create a better working atmosphere or work environment for employees. The task of ensuring that everyone's perceptions are understood and considered and will be the task of organizational management (Budiman et al., 2014)

Organizational Culture

Culture can be defined as an organizational spirit, which means that the culture governs the organization's personality (Nazerian et al., 2015). It connects employees with organizational values, norms, stories, beliefs, and principles and incorporates these assumptions into them as activities and a set of standards of behavior (Schneider et al., 2013). It is an archetype of assumptions, values, and beliefs considered together to become the right way of thinking and acting on problems and opportunities faced by the organization (Osibanjo & Adeniji, 2013; Rahman et al., 2017; Schein, 2004; Nongo & Ikyanyon, 2012), which implies some degree of structural stability within the group (Schein, 2004). Most of the organizational culture develops from its leadership, while on the other hand, it can also influence the development of its leadership (Zaleha et al., 2013).

It is assumed that the corporate culture will influence employees' sense of involvement, identification, and ownership of the organization. Company culture is pervasive and strong because it encourages or inhibits change in organizations. Culture is also crucial in determining how well an employee fits into the organizational context. A strong company culture lets employees understand organizational goals, and as they work toward organizational goals, their level of commitment increases. The dimensions of organizational culture cover involvement, consistency, adaptability, mission (Nongo & Ikyanyon, 2012), openness and risk-taking, confrontation, trust, autonomy, confrontation (Qazi & Kaur, 2017), and organizational cultural values, such as fairness, growth opportunities, and organization reputation (Sharma, 2017)

Transformational Leadership

As a management function, leadership is fundamental to achieving organizational goals related to various problems, such as structure and order, coalitions, power, and organizational environmental conditions (Handayanto et al., 2014). Besides, personal values are the most important assets in leadership. Without personal values, a leader only works based on strength and will not be able to carry out his role effectively. He also will not be able to fulfill his responsibilities properly. Value is intrinsic, without end, and belief in an individual's life. It is defined as a mental representation of needs and is used by individuals as the basis for decision and conflict resolution. It also determines and modifies regulatory relationships between individuals, organizations, and society (Handayanto et al., 2014).

Leadership effectiveness reflects how leaders and members view the importance of their experiences with each other for organizational well-being and individual welfare (Sarwar et al., 2015; Alabi, 2012). It is also defined as the ability to inspire commitment to the organization's mission and goals, navigate challenges, solve problems, and mobilize

resources to inspire change (Alabi, 2012). Thus, managers and leaders must adopt positive and good behavior to have an excellent performance from their employees (Sarwar et al., 2015; Gonzaga et al., 2015).

Moreover, the strength of transformational leaders comes from their ability to stimulate and inspire others to produce extraordinary jobs (Lai, 2011), engage with employee individuality, and try to find new ways to make employees perform better (Sarwar et al., 2015; Givens, 2008). It involves individuals, groups, and organizations, which encompasses creating substantive changes in employee attitudes, improving morale and organizational direction (Lian & Tui, 2012; Ngadiman et al., 2013), be proactive in many different and unique ways, trying to optimize development, not just performance (Bolden et al., 2003), and exerting much extra effort on behalf of managers (Bass, 1985). Meanwhile, the development includes the maturity of abilities, motivation, attitudes, and values. They convince employees to strive for higher levels of achievement and higher-than-standard moral and ethical levels. Through the development of their peers, they also optimize the development of their organization. High-performing employees build high-performance organizations (Bolden et al., 2003). In other words, to make it effective, the managers must influence members to carry out their requests, support them, and implement their decisions (Lian & Tui, 2012; Odumeru & Ogbonna, 2013); by convincing their followers to give priority to common goals rather than individuals, they will be able to promote the high level of collaboration in the work environment.

The dimensions of the transformational leadership style consist of idealized effect (which talks about pride, trust, collective mission, and beliefs), inspirational motivation (such as communications, inspiration, enthusiasm, optimism, and faith), intellectual stimulation (for example, creative and innovative, beliefs and values of an individual, and critical thinking in problem-solving), and individualized consideration (for instance developing, training, teaching, and listening to the individual needs) (Gonzaga et al., 2015; Piccolo & Colquitt, 2006; Ngadiman et al., 2013; Liang et al., 2011; Lai, 2011; Mohammad et al., 2011; Abelha et al., 2018; Long et al., 2014)

H1: Organizational culture is positively related to job satisfaction.

H2: Transformational leadership is positively related to job satisfaction.

H3: Job satisfaction is positively related to organizational commitment.

H4: Organizational culture is positively related to organizational commitment.

H5: Transformational leadership is positively related to organizational commitment.

H6: Job satisfaction is an intervening variable for organizational culture on organizational commitment.

H7: Job satisfaction is an intervening variable for transformational leadership on organizational commitment.

RESEARCH METHOD

The subjects in this study were workers in small and medium industries in Indonesia. With the unknown number of SMEs, the researchers took a sample of 120 people who worked on various SMEs. The SMEs had at least five workers, and they produced snacks.

Table 1. Demographic characteristics of respondents

Demographic characteristics	Number (percentage)		
Gender	Male	74	62%
	Female	46	38%
Total		120	100%
Age	17-21	7	6%
	22-26	16	13%
	27-31	32	27%
	32-36	26	22%
	37-41	21	18%
	42-46	12	10%
	>46	6	5%
Total		120	100%

The number of male workers was more (62%) than female workers (38%). The age range of workers was 27-31 years (27%), 32-36 years (22%), 37-41 years (18%), 22-26 years (13%), 42-46 years (10%), 17-21 years (6%), and over 46 years (5%).

Table 2. Education level

Education level	Number (percentage)	
Elementary school	16	13%
Junior high school	30	25%
Senior high school	22	18%
Diploma III (D3)	35	29%
Undergraduate	17	14%
Total	120	100%

Meanwhile, based on educational background, the highest proportion was at the D3 level (29%), followed by junior high school (25%), senior high school (18%), undergraduate (14%), and elementary school (13%).

Table 3. Working experience

Working experience	Number (percentage)	
<1 year	14	12%
1-5 years	36	30%
6 - 10 years	18	15%
11 - 15 years	35	29%
> 15 years	17	14%
Total	120	100%

The work experience of these workers was 1-5 years (30%), 11-15 years (29%), 6-10 years (15%), more than 15 years (14%), and less than one year (12%).

Table 4. Income

Income	Number (percentage)	
500,000 - 1,500,000	12	10%
1,600,000 - 2,500,000	51	43%

2,600,000 – 3,500,000	45	38%
3,600,000 – 4,500,000	4	3%
4,600,000 – 5,500,000	8	7%
Total	120	100%

Instrumentation and Data Collection

Data were collected by distributing questionnaires to respondents, namely 120 workers in small and medium industries. The total number of questions was 45 items, which were grouped as follows:

Table 5. Variables, dimensions, and number of questions

Variable	Dimension	Number of questions
Organizational commitment	Affective commitment, Normative commitment, Continued commitment	9
Job satisfaction	The work itself, Promotion, Wage, Supervision, Company and coworker policies, Work environment, Involvement, Adaptability	14
Organizational culture	Openness and risk-taking, Trust, Autonomy, Fairness, Growth opportunities	14
Transformational leadership	The idealized effect, Inspirational motivation, Intellectual stimulation, Individualized consideration	8

Data collection was carried out by distributing questionnaires with a Likert scale with a value of 1 (strongly disagree), 2 (agree), 3 (neutral), 4 (agree), and 5 (strongly agree). The collected quantitative data were then processed with the help of IBM SPSS Statistics 24, using path analysis.

Results and Discussion

Validity and Reliability

The research instrument was tested for validity to see to what extent the instrument could measure what to be measured (Hajjar, 2018) by exploiting how well the theoretical construct of ideas was represented by the instrument (questionnaire) (Bolarinwa, 2015). The validity test results of all research instruments are shown in the following table:

Table 6. Validity test

Dimension	Items	Validity				Reliability
		OC	TL	JS	OC	
OCult	OCult 1	0.642				0.784
	OCult 2	0.570				
	OCult 3	0.560				
	OCult 4	0.618				
	OCult 5	0.637				
	OCult 6	0.579				
	OCult 7	0.446				
	OCult 8	0.617				
	OCult 9	0.092				
	OCult 10	0.516				

Dimension	Items	Validity				Reliability
		OC	TL	JS	OC	
	OCult 11	0.560				
	OCult 12	0.221				
	OCult 13	0.544				
	OCult 14	0.579				
TL	TL1		0.399			0.608
	TL2		0.782			
	TL3		0.534			
	TL4		0.431			
	TL5		0.675			
	TL6		0.277			
	TL7		0.775			
	TL8		0.325			
JS	JS1			0.696		0.644
	JS2			0.561		
	JS3			0.316		
	JS4			0.444		
	JS5			0.567		
	JS6			0.387		
	JS7			0.465		
	JS8			0.565		
	JS9			0.183		
	JS10			0.463		
	JS11			0.410		
	JS12			0.233		
	JS13			0.370		
	JS14			0.230		
OC	OCom 1				0.646	0.683
	OCom 2				0.559	
	OCom 3				0.413	
	OCom 4				0.773	
	OCom 5				0.04	
	OCom 6				0.785	
	OCom 7				0.771	
	OCom 8				0.373	
	OCom 9				0.519	

Table 7. Means, standard deviations, and correlations of variables

Variables	Mean	SD	1	2	3
1. Organizational culture	55.8417	4.60361			
2. Transformational leadership	33.1417	2.57752	0.458		
3. Work satisfaction	56.8333	3.83993	0.404	0.315	
4. Organizational commitment	32.6250	3.15979	0.712	0.571	0.381

The researcher drew a path diagram based on a causal relationship with a solid theoretical justification to answer the research question. The path diagram model in this study is as follows:

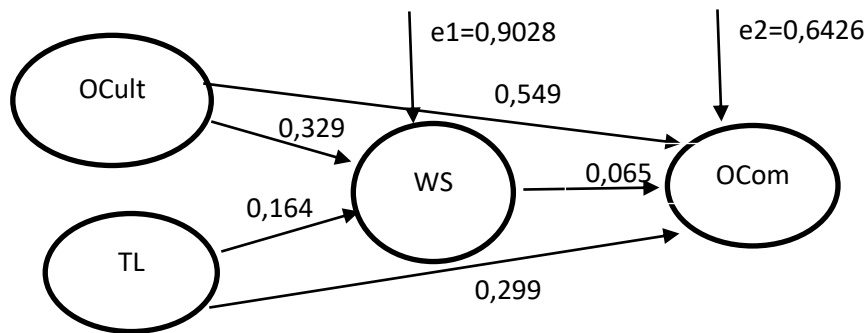


Figure 1. Path diagram

Tests were carried out to answer the research questions inquired.

Table 8. Regression Analysis

Hypothesis	t	Sig	Beta	Decision
H1: Organizational culture → Work satisfaction	3.508	0.001	0.329	Accepted
H2: Transformational leadership → Work satisfaction	1.747	0.083	0.164	Rejected
H3: Work satisfaction → Organizational commitment	0.984	0.327	0.065	Rejected
H4: Organizational culture → Organizational commitment	7.775	0.000	0.549	Accepted
H5: Transformational leadership → Organizational commitment	4.396	0.000	0.299	Accepted

With a t-table value of 1.980, it can be concluded that there was a significant influence of organizational culture on work satisfaction. Besides, organizational culture had a significant effect on organizational commitment, and transformational leadership significantly affected organizational commitment. Nevertheless, work satisfaction did not affect organizational commitment, and transformational leadership did not affect work satisfaction.

The indirect effect of organizational culture on organizational commitment mediated by job satisfaction showed 0.0214, smaller than the direct effect value of 0.329. It indicates that the hypothesis was rejected, so it is concluded that job satisfaction was an intervening variable between organizational culture and organizational commitment. In addition, the indirect effect of transformational leadership on organizational commitment with job satisfaction as an intervening variable revealed a value of 0.01066. It signifies that the hypothesis was rejected. Therefore, it is concluded that job satisfaction was an intervening variable between transformational leadership and organizational commitment.

Discussion

Descriptively, all values for organizational culture, transformational leadership, work satisfaction, and organizational commitment showed good values, meaning that employees felt the research variables were in good condition. It showed that employees already felt the company's condition was quite comfortable, with the support of these things.

The results revealed that organizational culture affected job satisfaction. Besides, the organizational culture affected organizational commitment, and transformational leadership affected organizational commitment. Meanwhile, transformational leadership did not affect job satisfaction, and job satisfaction also did not affect organizational commitment. Nevertheless, other research hypotheses uncovered that job satisfaction was an intervening variable for organizational culture and transformational leadership, influencing organizational commitment. If job satisfaction increases, the employees will have a high organizational commitment and stay in the organization. They will try to give their best performance to the organization. Employee loyalty to the company is essential, considering the difficulty in finding competent employees, the training costs spent on training new employees, and the difficulty of fostering a strong organizational culture for new employees.

Hence, companies need to maintain this commitment by maintaining employee job satisfaction. The employees need to be given freedom, decent wages, and pleasant working conditions in relationships with fellow employees and leaders. Freedom in managing one's work will provide a sense of belonging, thereby fostering a firm commitment. Besides, a strong organizational culture needs to be cultivated, which manifests the values, norms, and beliefs in organizational life. Company culture will also affect employees' sense of involvement, identification, and ownership of the organization to strive to give their best performance. If all organization members have a strong culture, job satisfaction will increase because of the similarity in acceptance of values, and it determines how well an employee fits into the organizational context.

Further, a commitment must be enhanced by an alignment between the members' personal values and the social ideals of their organizations, which are published and realized (Leviatan, 2013). Organizational commitment becomes the primary consideration for HR management in designing HR practices, where the organizational commitment expected from employees leads to competitive advantage (Afshari et al., 2020). This alignment of personal and organizational values is crucial for employees and manifests the organizational culture implemented in the organization. An employee can be more effective in his current job and realize his best potential when a match is between individual motivation and organizational culture (Yiing & Ahmad, 2009).

Meanwhile, leadership effectiveness plays a vital role in shaping job satisfaction as it shows how leaders treat their members and inspire and mobilize existing resources. The attribution attached to transformational leadership is how the leader can still be in pride, respect, and trust employees, and the employees perceive that the leader conveys a definite collective purpose and mission. In addition, it emphasizes the importance of behavior that can stimulate problem-solving and careful and creative consideration of the problems at hand (van Knippenberg & Sitkin, 2013). In the relationship between leaders and subordinates, several things need to be observed, such as the leader's position, characteristics, and behavior, subordinates' characteristics, leader-follower (dis)similarity, and crisis/environmental uncertainty (van Knippenberg & Sitkin, 2013), which will affect how the attribution of transformational leadership in the organization. If compared between men's and women's job satisfaction, the income earned has a much more significant impact on men's job satisfaction than women's (Jones & Sloane, 2009). It is considered reasonable since men are the primary breadwinners compared to women, so they need to earn a larger income. The positive attitude of the leadership is also a factor showing the leadership

effectiveness, which is reflected in traditional leadership. Leaders must also be able to convince employees to strive to achieve a higher level of achievement, moral and ethical standards.

Managerial Implications

The main implication of this research is that SMEs also need to pay considerable attention to all their employees' organizational behavior. Organizational culture, transformational leadership, job satisfaction, and organizational commitment are important values that SMEs must manage to get high performance and productivity from their workers. As an intervening variable, job satisfaction can increase employees' organizational commitment; because of SMEs' very high turnover rate, SMEs need to maintain the organizational commitment of all employees. With good organizational culture and transformational leadership, employee job satisfaction will increase.

This study also enriches the literature review in terms of organizational behavior because other research has only examined what has happened to large companies. This study contributes to SMEs in managing the organizational behavior within the SMEs. These findings can also help SMEs carry out effective human resource practices by increasing organizational culture, transformational leadership, and work satisfaction, which may not have been thought of by SMEs.

CONCLUSIONS

This study has proven that job satisfaction could be an intervening variable for organizational culture and transformational leadership on organizational commitment. In this research, the organizational commitment was measured with affective commitment, normative commitment, and continued commitment. Work satisfaction variables were gauged by the job itself, promotion, wages, supervision, company and coworker policies, and work environment, while the selection of indicators was based on factors often assessed as the cause of job satisfaction. Organizational culture was determined by indicators of involvement, adaptability, openness and risk-taking, trust, autonomy, fairness, and growth opportunities, which were used as values in organizational life. Meanwhile, transformational leadership was assessed by the idealized effect, inspirational motivation, intellectual stimulation, and individualized consideration, which reflected that leaders used transformational leadership styles.

Nevertheless, limitations in this study include selecting SMEs with at least five employees without limiting SME management because many SMEs can implement management practices. Future studies should examine the employee turnover aspect because SMEs have a reasonably high turnover rate, with several aspects of the cause.

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