



THESIS

**AN EXAMINATION OF IMPACT OF TRANSFORMATIONAL  
LEADERSHIP ON JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT**

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**An Examination of Impact of Transformational Leadership on Job Satisfaction and Organizational Commitment**

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**ABSTRACT**

This research aims at examining empirically the impact of transformational leadership on job satisfaction and organizational commitment at PT. Telkom Kandatel Sumbar. The sample of the research is the employees at PT. Telkom Kandatel Sumbar which used 100 samples. The research uses primary data and secondary data. Primary data is collected by doing questionnaires distribution. Whereas secondary data is gathered from literature review. *Dependent variables* in this research are job satisfaction and organizational commitment, trust in the leader and empowerment as *intervening variables*. Whereas transformational leadership as *independent variable*. *Structural Equation Modeling (SEM)* with assisted by AMOS program application is used to analyze the data. The analysis of proposed model has met all *goodness of fit* indicator requirement, so that can be accepted as research model. Specifically, the research found some supported and unsupported foundings of proposed hypothesis. First, transformational leadership has revealed has positive influence on trust in the leader. Second, transformational leadership has revealed has positive influence on empowerment. Third, the effect of transformational leadership on job satisfaction was not mediated by trust in the leader. Fourth, the effect of transformational leadership on job satisfaction was mediated by empowerment. Fifth, job satisfaction has revealed has positive influence on organizational commitment.

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# CHAPTER I

## INTRODUCTION

### 1.1 Problem Background

Pressure of organizational environment is increasing since organizations and their environments have transformed quickly over the past years. According to Porter's five forces; industry competitors, buyers, potential entrants, suppliers, and substitutes, all together are factors determining competitive advantage of companies. Environmental challenges of business for innovative products, technology development have to be supported by human resources capability. Therefore, the role of Human Resource Management has been more significant in managing organization.

Globalization era is demanding organization to perform at the highest level of competitiveness for business sustainability. Internal organizational change needed to equalize external change that take place rapidly nowadays. Ulrich (1998) in Novliadi (2007) argued that the key success for a change lay on human resources which function as initiator and change agent, which could increase the capacity of organizational. In order to success in the competitive age, it needs willingness and participation from all people in organization as the agents of change. Therefore, the role of leaders become more important to create a structure which is able to respond and adapts to change.

A good quality and effective leadership becomes a major factor in organizational development. It is because the leadership has mission to achieve organization goals and even to adapt with internal and external changes that happened in organization. Donnelly, Dubinsky & Skonner (1985) in Rivai (2007) argued that leaders have to create modern leadership style which is able to manage their human resources. Wall et al (1992) in Hayward (2005) noted that a brilliant business leader must comprehend the importance of employees in achieving the ultimate goals of the organization, and motivating these employees is the most important in achieving these goals. Leaders should be able to make changes in organization they lead in order to get better organizational performance and satisfaction of their employees or in organizational behavior study usually called transformational leadership (Rivai, 2007).

Transformational leadership can be defined as leadership with organizational change. The leader can motivate employees with vision and create conducive environment and have good adaptability with change that occurred. The roles of leaders are to get employees involved in their work, increasing their loyalty, productivity, and other positive business outcomes fully and positively. The leaders have to make employees enthusiastic about the future of company and confident about their role. So that leaders have to work towards a broader collective vision which is consistent with their own values. They can begin to empower employees to work toward this vision. The leaders should be aware that their role as a teacher. McCann (Imhof & Theffo, 2007) stated that as a teacher with teach explicitly, is one of their new and major responsibilities not just modeling or leading.

## CHAPTER VI

### CONCLUSION, LIMITATION, SUGGESTION

This chapter will explain about conclusion of research, implication, limitation, and suggestion for future research.

#### 6.1 Conclusion

The result examined the impact of transformational leadership on job satisfaction and organizational commitment through mediating variables trust in the leader and empowerment in PT. Telkom Kandatel Sumbar. Analysis of data is using *structural equation modeling* analysis with assisted by AMOS (*Analysis of Moment Structure*) application program. From hypothesis' that proposed, there 4 hypotheses that support expectation of researcher while another hypothesis is not supported. The result of hypothesis testing can be seen in Table 5.13.

Analysis of model conducted is fulfill the required criteria as *goodness of fit* model, with *chi-square* value, fit level of *probability* value, and required *degree of freedom* level, and GFI, AGFI, NFI, TLI which above 0,90. These four indicators have fulfilled the requirement as fit model because GFI, AGFI, TLI, and NFI value above 0,9. While RMSEA value fulfill level of appropriateness that is suggested. So, this proposed model is compatible with data and can be received as research model. This research is using different measurement of instrument from previous research. Measurement of instrument used are transformational leadership, trust in the leader, empowerment, job satisfaction and organizational commitment.

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