Did Transformational Leadership, Trust, Psychological Well-Beingand Organizational Culture Influence Organizational Commitment? Evidence from Government Education and Training Centers in Semarang

Ratna Prilianti[1], Joko Sutarto[2], Heriyanto[3], Titi Prihatin[4], Kardoyo[5]

[1,2,3,4,5] *Universitas Negeri Semarang. Indonesia*
Email: ratna.prilianti@students.unnes.ac.id

Abstract: The purpose of this study is to re-examine the relationship between transformational leadership and organizational commitment and whether trust, psychological well-being, and organizational culture mediate relationships in the context of the hospitality industry. Data were collected using purposive sampling and questionnaires as the research instrument from 77professionals employed in government education and training centers in Semarang. This study used Partial Least Square (PLS) to analyze the data. The results showed that transformational leadership has a positive effect on trust, psychological well-being, and organizational culture. This study also confirmed that trust, psychological well-being, and organizational culture can mediate the relationship of transformational leadership on organizational commitment.

Keywords:Transformational Leadership, Trust, Psychological Well-Being, Organizational Culture, Organizational Commitment

1. INTRODUCTION

Government education and training institutions are the crater of the opening of the State Civil Apparatus (ASN). The agency intensively uses human resources who can make a difference about service quality and organizational competitiveness. In educational institutions, a leader who has a transformational leadership spirit is needed (Darto, 2013). Transformational leadership is one of the most important and difficult responsibilities of a leader. Gary Yukl (2007: 328), states that "Transformational leadership is the core of leadership while other things are secondary". Transformational leadership requires an inspirational and visionary leader to be able to revitalize an organization and facilitate adaptation to a rapidly changing environment.In organizations, this type of transformational leadership fosters satisfaction for employees in terms of work and commitment to the organization, which leads to superior customer service and improved organizational performance (Dai et al., 2013; Province, 2019; Saengchai et al., 2019; Fuentes-Azpiroz et al., 2019). Organizations need leaders who are able to increase motivation and commitment among followers with charismatic behavior and personality characteristics, have the ability to influence employees and are able to motivate employees to achieve organizational goals. Leaders with such characteristics are called transformational leaders (Bass & Avolio 1997).Although many studies have looked at the link between transformational leadership and organizational commitment, there are still gaps.

The study conducted by Jain, Duggal, and Ansari (2019) has considered trust and psychological well-being as a mechanism that influences transformational leadership and organizational commitment, but it is necessary to explore the interactional variables in existing relationships so that it will add to the construct of organizational commitment.Yiing and Ahmad (2009) stated that the behavior of leaders was found to be related to organizational commitment and organizational culture as an intermediary. According to Meyer et al. (2010) commitment of an organization can be strengthened by changing the organizational culture in the appropriate direction. Organizational culture can be formed through the behavior and beliefs of each person in the organization, because working under the same conditions, the culture that is formed makes it possible to understand each other and work effectively (Aydin & Ceylan, 2009).Based on the background description, the purpose of this research is to review the relationship between transformational leadership and organizational commitment and whether trust, psychological well-being, and organizational culture mediate the relationship in the context of government organizations, especially BDK Semarang.

Transformational Leadership and Trust

Much of the literature reveals that belief is often cited in discussions of transformational leadership more than any other leadership theory (Dirks & Ferrin, 2002). Bartram & Casimir (2007) found transformational leadership related to trust in leaders. The results of the study by Podsakoff et al., 1990) prove that aggregate transformational behavior is significantly associated with trust in leaders.The main factor in the relationship between transformational leaders and their employees is trust. This has been observed in several studies, namely by Dirks and Ferrin (2002) and Dirks and Skarlicki (2004) which state that a leader, who is characterized by an effective transformational style, is very likely to gain the trust of his subordinates. The four components of transformational leadership, namely perfect mastery, inspiring spirit, intellectual drive, and personal views (Bass & Avolio, 1997; Ashraf et al., 2020), contribute to strengthening cognition-based trust and affect-based trust. The research hypothesis that has been put forward is:

H1: Transformational leadership has a positive effect on trust

Transfomational Leadership and Psychological Well-Being

Gilbreath and Benson (2004) show that the positive behavior of superiors has made a significant contribution to employee welfare. Van Dierendonck et al. (2004) conducted a study on leader behavior and the effect of this on affective well-being and context-free psychological, the results showed that high-quality leadership behavior was related to improving employee welfare. Sy, Côté, and Saavedra (2005) also stated that the positive mood of the leader affects group performance.Transformational leaders turn stressful situations into development opportunities necessary for personal growth, which make employees feel calmer and motivated to handle situations (Shamir et al., 1993; Abbas et al., 2020). This is also stated by Sosik and Godshalk, (2000) that transformational leadership can minimize stress experienced by employees through mentoring programs. The research hypothesis that has been put forward is:

H2: Transformational leadership has a positive effect on social welfare

Transformational Leadership and Organizational Culture
Bass and Avolio (1993) argue that leadership and culture are closely related so that it is possible to describe an organizational culture characterized by the quality of change.

According to Bass (1985), transformational leaders do work with existing organizational cultures but also pay attention to changes in organizational culture. Bass said that transformational leadership can improve working conditions that can be seen through the success in achieving goals, self-actualization, and personal improvement.

Bass and Avolio (1993) suggest that a transformational leader is able to move the organization towards better transformational qualities in organizational culture, namely achievement, intellectual stimulation, and individual consideration. Therefore, this confirms that transformational leadership has an effect on organizational culture. Block (2003) found that employees who rated direct superiors with high values were associated with transformational leadership, had the view that the organizational culture at work was more adaptive, involved all employees, carried out internal integration, and had a clear mission. The research hypothesis that was initiated by n was:

H3: Transformational leadership has a positive effect on organizational culture

Trust and Organizational Commitment
According to Clarke (2002) trust is an important component of an effective relationship. In addition, being someone who can be trusted is an important qualification possessed by a leader. Trust provides many benefits in organizational life. An atmosphere where there is a sense of trust has an important role in openness, effective communication and organizational effectiveness (Tschannen-Moran, 2001). In organizations where trust is dominant, one can see openness, responsible employees, productivity, organizational commitment, organizational culture, teamwork, high job satisfaction, and participation in decision making (Buyukdere & Solmus, 2006; Abbasi et al., 2020; Arshad et al., 2020).Nicholson and Johns (1985) noticed that employees with high trust in the organization will have a work ethic which in turn fosters a strong organizational commitment. Studies have found that trust has a large positive impact on emotional commitment (Brockner et al., 1997; Balakrishnan et al., 2019; Schoorman, Mayer, & Davis, 2007) and therefore has significant positive implications for organizational commitment. Several studies empirically confirm that trust in employers affects lower turnover (Ferres et al., 2004), higher commitment (Tan & Tan, 2000) and higher organizational support (Sousa-Lima et al., 2013; Jabarullah et al., 2019; Al-Kumaim et al., 2021). The research hypothesis that has been put forward is:

H4: Trust has a positive effect on organizational commitment

Psychological Well-Being and Organizational Commitment
Diener et al., (1999) see subjective well-being as a broad phenomenon that includes emotional responses, satisfaction, and assessments of life satisfaction. In this conceptualization, well-being is characterized by an emotional component, namely a pleasant influence, and the absence of unpleasant effects and a cognitive component, namely life satisfaction, and satisfaction in certain domains such as work (Diener et al., 2003). Charismatic leaders allow their followers to experience positive emotions by communicating kind and positive words (Bono & Ilies, 2006), which can increase their employee commitment level.Jamal and Khan (2013) revealed that there was a positive relationship between organizational commitment and the psychological well-being of employees. The research hypothesis that has been put forward is:

H5: Psychological well-being has a positive effect on organizational commitment

Organizational Culture and Organizational Commitment
Culture according to Pacanowsky & O'Donell-Trujillo (1982) becomes a guide for the organization itself. Organizational culture is one of the significant factors of employee satisfaction (Moynihan & Pandey, 2007). A strong organizational culture supports the adaptation and development of employee performance by motivating employees to achieve common goals (Uddin et al., 2012).

According to Acar (2012) ensuring sustainable work results that are desired by employees, has a positive impact on organizational commitment. According to Meyer et al., (2010), organizational commitment can be increased by changing the organizational culture to be positive. This is very useful to apply in terms of organizational change. Likewise, leadership behavior has a positive relationship with organizational commitment (Özşahin et al., 2013). The research hypothesis that has been put forward is:

H6: Trust has a positive effect on organizational commitment

The Role of Trust as a Mediating Relationship Between Transformational Leadership and Organizational CommitmentIn some studies it is stated that trust has been observed as a mediator, in the transformational leadership paradigm (Neeraj, 2009), whereas others have seen trust as an intermediary in the interaction between transformational leadership and outcomes (Jung & Avolio, 2000).Goodwin et al. (2011) tested the trust variable as an intermediary variable in the relationship between transformational leadership and other variables. Trust is used to fully mediate the relationship between transformational leadership behavior and organizational citizenship behavior and performance with affective commitment. The research hypothesis that has been put forward is:

H7: Trust mediates the relationship between transformational leadership and organizational commitment

The Role of Psychological Well-Being as a Mediation of the Relationship Between Transformational Leadership and Organizational CommitmentBono and Ilies (2006) analyzed the influence of charismatic leaders on the mood of followers and found that followers could follow these leaders to experience positive emotions by using positive keywords in communication.A study conducted by Jain, Duggal, and Ansari (2019) proves that psychological well-being mediates the relationship between transformational leadership and organizational commitment. The research hypothesis that has been put forward is:

H8: Psychological well-being mediates the relationship between transformational leadership and organizational commitment

The Role of Organizational Culture as Mediating the Relationship Between Transformational Leadership and Organizational Commitment. Yiing and Ahmad (2009) stated that the behavior of leaders was found to be related to organizational commitment and organizational culture as an intermediary. The results of the study by Allen and Meyer (1990) argue that organizational commitment can be seen in different forms so that employees can feel different commitments both to work, superiors, work groups, and organizations. The research hypothesis that has been put forward is:

H9: Organizational culture mediates the relationship between transformational leadership and organizational commitment
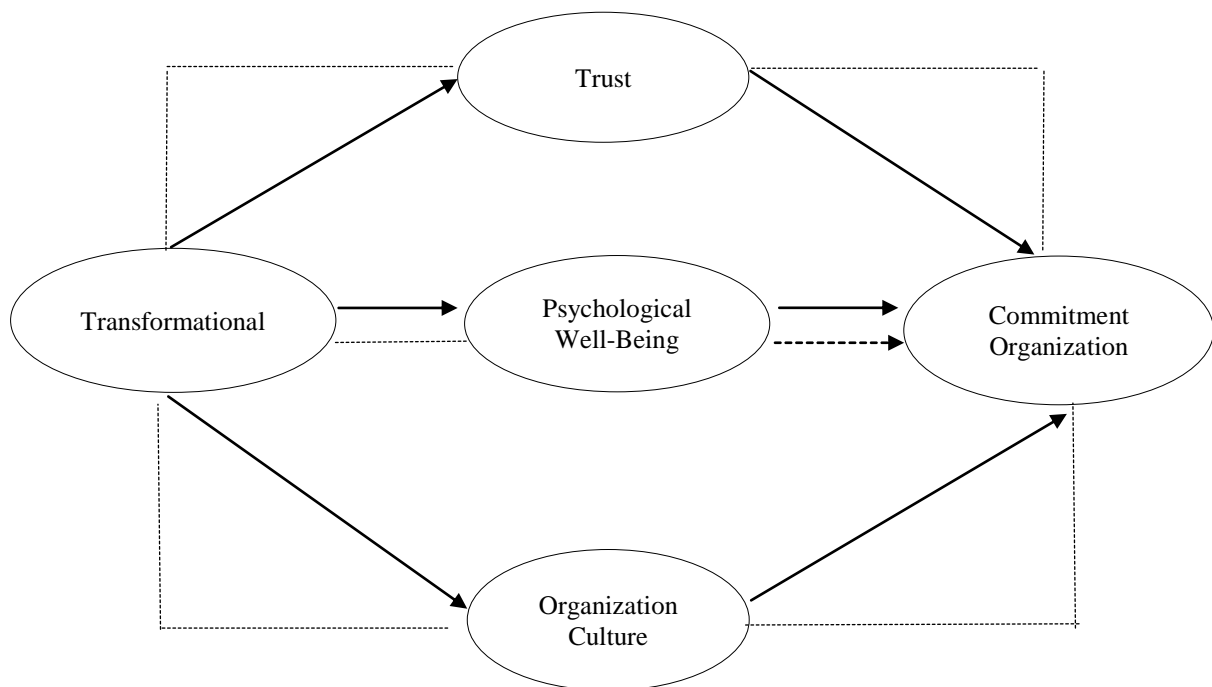
The model proposed in the study is shown in Figure 1.

Fig 1. Research Model

2. METHOD

This research method is quantitative research. The type of research used is explanatory. The main respondents were civil servants at the government education and training institute. The data were collected by means of a questionnaire, using nonprobability sampling with purposive sampling method. The purposive sampling technique was carried out by determining several criteria for the observed respondents, namely: 1) the respondents were civil servants in the Government Education and Training Institute 5; 2) the location of the hotel is in Jakarta; and 3) the respondent's minimum length of work is 1 year.

To determine the sample, the researcher multiplied the number of questionnaire questions by five to ten (Hair et al., 2014). Thus, the number of questions is 77questions and Statistical analysis in this study using Partial Least Square or the PLS-SEM approach with SmartPls software.

3. RESULT AND DISCUSSION

Measurement Model

To evaluate the measurement model using convergent validity, discriminant validity, composite reliability, and Average Variance Extracted.
The criteria are as follows:
Convergent validity> 0,7
- *Discriminant validity* = √ AVE > nilai korelasi antar variabel
- *Composite reliability* > 0,7
- *Average Variance Extracted* (AVE) > 0,5

Tabl 3. Model Evaluation

Kontruk &item	Outer Loading
Transformational Leadership (KT) (AVE = 0,778, CR = 0,987)	
KT 1	0,975
KT 2	0,973
KT 3	0,832
KT 4	0,843
Trust (KE) (AVE = 0,844, CR = 0,934)	
KE 1	0,834
KE 2	0,914
KE 3	0,923
KE 4	0,887
Psychological Well-Being (KP) (AVE = 0,745, CR = 0,934)	
KP 1	0,843
KP 2	0,835
KP 3	0,832
KP 4	0,845
KP 5	0,742
Organization Culture (BO) (AVE = 0,736, CR = 0,918)	
BO 1	0,834
BO 2	0,854
BO 3	0,832
BO 4	0,843
Organization Commitment (KO) (AVE = 0,760, CR = 0,940)	
KO 1	0,843
KO 2	0,843
KO 3	0,878
KO 4	0,878
KO 5	0,889

Table 3 shows that, all items have a loading factor value> 0.7, thus all are valid. AVE values range from 0.710 to 0.850. Reliability test is done by calculating composite reliability. The composite reliability value shows> 0.7. The criteria for the discretionary validity are met if the root value of AVE> the correlation value between variables in the model. Table 4 shows that the discriminant validity test has met the criteria, namely the root value of AVE is greater than the correlation value between variables.

Table 4. Discriminant Validity Test

	Organization Culture	Transformational Leadership	Trust	Psychological Well-Being	Organization Commitment
Organization Culture	0,845				
Transformational Leadership	0,678	0,823			
Trust	0,534	0,545	0,956		
Psychological Well-Being	0,512	0,511	0,454	0,889	
Organization Commitment	0,523	0,534	0,622	0,634	0,898

Structural Model

In the evaluation of the structural model that is done is calculating R², collinearity test and hypothesis testing. Figure 2 explains that the R² value for confidence is 0.263; psychological well-being of 0.282; organizational culture of 0.456; and organizational commitment of 0.568. This figure explains that trust is explained by transformational leadership at 26.3%, the remaining 73.7% is explained by other variables. The psychological well-being explained by transformational leadership is 28.2%, the remaining 71.4% is explained by other variables. Organizational culture is explained by transformational leadership at 45.6%, the remaining 54.4% is explained by other variables. Then organizational commitment is explained by the construct of trust, psychological well-being, and organizational culture by 56.8%, the remaining 43.2% is explained by other variables not included in the research model.

Hypothesis testing is to determine whether the influence between variables is supported or not supported. The hypothesis in this study is a directional hypothesis, so it is carried out using a one-tailed test. If the calculated t value is more than 1.96, and the p-value is less than 0.05, it can be stated that the hypothesis is supported.

Table 5. Hypothesis Test Results of Direct Effect

Hipotesis	Variable	Path coef	t-value	p-value	Result
H1	Transformational Leadership →Trust	0,534	5,318	0,001	Supported
H2	Transformational Leadership →Psychological Well-Being	0,543	4,858	0,002	Supported
H3	Transformational Leadership → Culture	0,657	10,325	0,001	Supported
H4	Trust →Organization Commitment	0,340	4,497	0,002	Supported
H5	Psychological Well-Being →	0,414	6.723	0,001	Supported

	Organization Commitment				
H6	KUlturei→ Organization Commitment	0,165	2,762	0,001	Supported

Sumber: Hasil Olah Data (2020)

Based on the results of hypothesis testing in table 6, it is explained that H1, H2, H3, H4, and H5 are supported.

Table 7. Hypothesis Test Results of Indirect Effect

Hipotesis	Variable	z-value	p-value	Result
H7	Transformational Leadership→ Trust→ Organization Commitment	3,487	0,005	Supported
H8	Transformational Leadership → Psychological Well-Being→ Organization Commitment	3,938	0,003	Supported
H9	Transformational Leadership → Organization Culture→ Organization Commitment	2,684	0,007	Supported

The Sobel test using the Sobel Test Calculator results can be seen in table 7, namely that H7, H8, and H9 are supported because the z-value is more than 1.96 and the p-value is less than 0.05. Based on these results it can be concluded that trust, psychological well-being, and organizational culture mediate the effect of transformational leadership on organizational commitment.

4. Discussion

The results of hypothesis testing for the first hypothesis (H1), namely that transformational leadership has a positive effect on trust is supported. The stronger the transformational leadership, the higher the trust in the leader. This is in line with the research results of Bartram and Casimir (2007) who found that transformational leadership is related to trust in leaders. In the relationship between transformational leaders and employees there is a sense of trust. A transformational leadership style that is effective is able to generate trust from subordinates (Dirks & Ferrin, 2002; Dirks & Skarlicki, 2004). Leadership style can affect employee confidence in leadership. In educational institutions, the recognition and involvement of employees affects behavior in delivering services to training participants. Therefore, maintaining the relationship between employees and leaders is important.

The results of the second hypothesis test (H2), namely that transformational leadership has a positive effect on psychological well-being is supported. The stronger

transformational leadership will lead to an increase in psychological well-being. These results support Gilbreath and Benson (2004) who prove that the positive behavior of leaders has made a significant contribution to employee welfare. Transformational leaders turn stressful situations into development opportunities necessary for personal growth, which make employees feel calmer and motivated to handle situations (Shamir et al., 1993). This is very much needed in educational institutions because employees who work in educational institutions, which are the education services sector with relatively long working hours, are very vulnerable to stress.

The results of the third hypothesis test (H3), namely that transformational leadership has a positive effect on organizational culture is supported. The stronger the transformational leadership, the stronger the organizational culture will be. This result is in line with the study conducted by Block (2003) that employees who have a good assessment of transformational leaders form a positive view of organizational culture. Ljungholm (2014) suggests that transformational leadership through quality relationships with employees can improve performance. Performance achievement by employees is influenced by the organizational culture created by the organization. Transformational leadership shapes organizational values so that it has a function in creating organizational culture. Organizational culture is able to control the behavior of organizational members. The behavior of organizational members in educational institutions is very important because it is a representation of the products offered.

The results of the fourth hypothesis test (H4), namely that trust has a positive effect on organizational commitment is supported. The higher the level of trust in the leader, the higher the commitment to the organization. These results confirm research from Brockner et al. (1997) and Schoorman, Mayer and Davis (2007) who found that trust has a large positive effect on emotional commitment, resulting in significant positive implications for organizational commitment.

The results of the fifth hypothesis test (H5), namely that psychological well-being has a positive effect on organizational commitment is supported. The better the psychological well-being of employees, the higher the commitment to the organization. This result is in accordance with the statement of Jamal and Khan (2013) which states that there is a positive relationship between organizational commitment and the psychological well-being of employees. This study reveals that the majority of respondents who participated have worked longer than 10 years. This shows that government agency education and training employees who experience psychological well-being in their workplaces are ultimately able to create positive relationships with organizations that are oriented towards building commitment. Meyer and Allen (1997) state that organizational commitment is the will of employees to continue working with the organization.

The results of the sixth hypothesis test (H6), namely that organizational culture has a positive effect on organizational commitment is supported. The stronger the organizational culture, the stronger the commitment to the organization. These results support the study of Meyer et al. (2010) which states that a positive organizational culture will strengthen organizational commitment. Luthans, Baack, and Taylor (1987), conducted research and reported that employees' attitudes towards organizational culture based on the age variable showed significance. Cohen (1993) emphasized in his study that early age groups, namely over 30 years of age, have a higher relationship to organizational commitment than other age groups. The majority of respondents in this study were more than 50 years old, indicating that in this age group, employees have a strong commitment to the organization. In improving the quality of service in the hotel industry it is determined by several factors, including factors of

corporate culture and human resources (Melián-González & Bulchand-Gidumal, 2016). By building an organizational culture and human resources it will strengthen organizational commitment.

The results of the seventh hypothesis test (H7), namely that trust mediates the relationship between transformational leadership and organizational commitment is supported. This concurs with the results of a study conducted by Neeraj (2009); Jung and Avolio, (2000); Goodwin et al. (2011); and Jain, Duggal, and Ansari (2019) who explain that transformational leadership affects organizational commitment indirectly through trust. In achieving organizational goals, in this context, training institutions, especially employees who have direct contact with training participants need support from their superiors, and the hard efforts that have been made have received attention and appreciation. This fosters trust in superiors and the organization, thereby increasing the commitment of employees. Employees will strive even harder for the organization to achieve the goal of providing excellent service to training participants.

The results of the eighth hypothesis test (H8), namely that psychological well-being mediates the relationship between transformational leadership and organizational commitment is supported. These results agree with the results of research by Jain, Duggal, and Ansari (2019) which test that transformational leadership indirectly affects organizational commitment through psychological well-being. Job satisfaction of government agency education and training employees consists of six factors, namely work groups, quality of supervision, cooperative working conditions, self-development, compensation, and job characteristics (Eka Arista Ramayanti et al., 2017). Leadership is one of the determining factors for job satisfaction of government agency training employees, which in turn can increase employee commitment to the organization.

The results of the ninth hypothesis test (H9), namely that organizational culture mediates the relationship between transformational leadership and organizational commitment is supported. This is in accordance with Yiing and Ahmad (2009) which state that the behavior of leaders is found to be related to organizational commitment and organizational culture as an intermediary. New work cultures are always created to anticipate the development needs and desires of training participants (Valentine et al., 2011) through developing employee participation in the decision making process, implementing superior service standards, and improving communication.

5. Conclusion

In this study, it is proven that transformational leadership has a positive effect on trust, psychological well-being and organizational culture. This happens because the hotel industry provides a lot of different jobs which are characterized by the level of complexity of the work. Transformational leaders can provide support and encouragement for employees to achieve optimal performance, and this is influenced by a sense of trust in the leader, the psychological well-being of employees, and the organizational culture.In addition, trust, psychological well-being, and organizational culture are able to mediate the effect of transformational leadership on organizational commitment. Transformational leadership as a leadership style in the hospitality industry is needed to strengthen employee commitment to the organization, and factors of trust, psychological well-being and organizational culture are able to mediate these relationships.This study presents a model consisting of transformational leadership, trust, psychological well-being, organizational culture, and organizational commitment. There is not much literature on the relationship between these variables, especially in educational institutions. Therefore by examining these relationships, this study attempts to fill this gap, and contribute to new approaches to organizational commitment.

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