
RESEARCH ARTICLE

The Influence of Transformational Leadership and Team Climate on Organizational Commitment with Job Satisfaction as Mediation in General Practitioners

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ABSTRACT

The era of "patient centered care" has great job demands. This also influences the turn-over rate for general practitioners in Indonesian hospital, which is getting higher every year. It is said that the transformational leadership style can be an ideal solution to overcome high turn-over in various fields. Improving the quality of relationships between staff and leadership in hospitals, the importance of team climate, is a necessity to increase the level of job satisfaction and organizational commitment which is ultimately expected to improve the quality of health services and patient safety in hospitals. This research aims to analyze the influence of transformational leadership and team climate on organizational commitment with job satisfaction as a mediating variable in general practitioners. The research sample was general practitioners at Type C Hospital in Solo Raya. The method used for sampling is non-probability sampling method and quota sampling technique. The results of structural equation modeling analysis show that transformational leadership and team climate have a positive and significant direct and indirect influence mediated by job satisfaction on organizational commitment. The findings of this study are intended to serve as a basis for the application of transformational leadership in healthcare.

KEYWORDS

Job satisfaction, transformational leadership, team climate, organizational commitment

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1. Introduction

Data from the last few years shows that the turn over rate of general practitioners in hospitals is increasing from year to year, this is associated with high work demands in the era of patient centered care. High turn over rates can be overcome with strong organizational commitment [Alloubani, 2019]. When workers support an organization's objectives and wish to stay a member of that organization, it is said that they are demonstrating organizational commitment. Compared to members who are not devoted to their organization, members who are committed to their organization have a higher chance of sticking around [Umrani, 2019]. Many leadership research studies have linked transformational leadership traits and good behaviors to positive organizational outcomes, including productive teamwork, effectiveness, employee satisfaction, commitment and extra effort, etc. Additionally, it has been discovered that the transformational leadership process shapes self-efficiency and increases work-oriented values [Alloubani, 2019]. This is of course very important for work environments such as hospitals which require high efficiency in patient centered care health services which have large work demands. There are chains of positive influence connecting transformational leadership, team climate, job satisfaction, and organizational commitment in several field of studies.

Based on this explanation, researchers are interested in exploring the influence of transformational leadership and team climate on organizational commitment and job satisfaction as mediation among general practitioners. Researchers want to develop knowledge from previous research with a more specific subject and with broad coverage, namely the Solo Raya area.

2. Literature Review

Transformational leadership style, namely a set of interrelated behaviors that include inspirational motivation, influence, individual consideration, and intellectual stimulation, the leader provides his people with an excellent example to follow [Khan, 2022]; has become an ideal practical solution that can overcome this dilemma and is expected to increase the health services quality, patient safety, and patient satisfaction; which is a reflection of the quality of health services they receive [Hussain, 2021 ; Meistika, 2021].

Improving the quality of relationships between staff and leadership in hospitals, the importance of team climate, is a necessity to increase job satisfaction and organizational commitment in various fields [Hussain, 2021]. What is meant by team climate is the feeling or atmosphere that exists within a team, how its members feel comfortable participating in the work environment [Carmo, 2022]. Meanwhile, what is meant by job satisfaction is work attitude which is the result of a person's perception of real results in their work [Umrani, 2019]. Job satisfaction has a positive effect on employee performance [Destri, 2024]. Other research also states that job satisfaction and HR commitment to the organization are also important elements in a company operating in the service sector [Tsai, 2011]. Hospitals offer professional staff services as their products, so if the measure of job satisfaction and organizational commitment of HR is low, efficiency will be low [Asiamah, 2020]. Between job satisfaction and employee commitment, job satisfaction mediates only for non-monetary strategies [Mahmood, 2019].

The continuity chain of these four elements is considered to have a big influence, especially in type C hospital settings which are required to have high efficiency. Besides that, doctors have a unique role because they have complex leadership demands. There are two concepts of leadership in doctors, both exhibiting medical and clinical leadership. Medical leadership is exercised by physicians working at the administrative level of the hospital in addition to or instead of clinical work, whereas clinical leadership is exercised, often informally, by all physicians in their day-to-day clinical work. [Wilson, 2020]. It is because of these 2 roles that the author chose doctors as research subjects.

Based on these studies, hypotheses proposed in this research, namely

- H1: Transformational leadership has an influence on job satisfaction
- H2: Team climate has an influence on job satisfaction
- H3: Transformational leadership has an influence on organizational commitment
- H4: Team climate has an influence on organizational commitment
- H5: Job satisfaction has an influence on organizational commitment
- M_H6: Job satisfaction mediates the effect of transformational leadership on organizational commitment
- M_H7: Job satisfaction mediates the influence of team climate on organizational commitment

3. Methodology

The research carried out is quantitative research. The research sample, namely general practitioners at Type C Hospital in Solo Raya in January 2024, was taken using a purposive sampling technique.

This research analysis uses structural equation modeling to assess the influence of transformational leadership and team climate on organizational commitment with job satisfaction as mediation. Figure 1 depicts the proposed research model based on previous research.

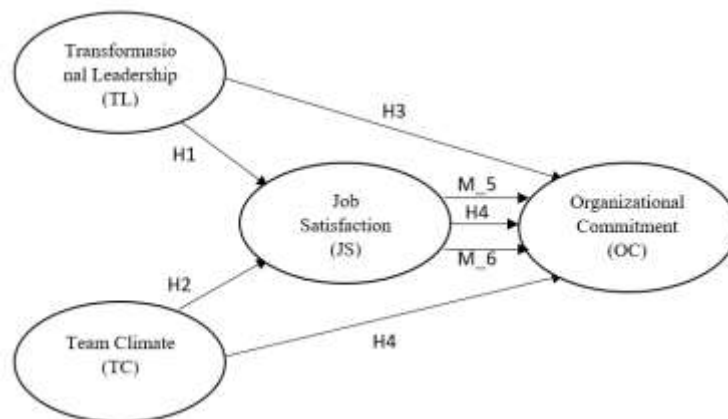


Figure 1. Research Model

SEM examination At least 100 samples are drawn from the population, and the number of samples must be five to ten times the number of items in the variables utilized in the study design [Sugiyono, 2014]. The sample size employed in this research was 200 samples, which is ten times the number of variable items (20 items).

A questionnaire is the research instrument used in this study. The questionnaire's preparation was informed by earlier studies. Transformational leadership includes ideal attitudes and behavior, accepting individual employee considerations, providing inspirational motivation, and intellectual stimulation to subordinates [Bartram, 2007]. For the team climate variable, we adapted the 6 indicator statements by Howard et al., [Howard, 2005]. Job satisfaction uses 6 statements by Arasli, Bavik, and Ekiz [Arasli, 2006]. Meanwhile, the organizational commitment variable uses 3 criteria from Setyowati & Riani [Setyowati, 2016]. Each question indicator is calculated using a Likert scale of 1 – 5, which means a value of 1 is strongly disagree to a value of 5 is strongly agree.

Next, all the question indicators were tested for validity and reliability using SmartPLS3.0 software. Convergent validity is assessed by paying attention to the results of the outer loading and Average Variance Extracted (AVE) values. If an AVE > 0.5 is obtained, it can be concluded that the question indicator is valid [Arasli, 2006]. Discriminant validity is assessed using cross loading values, where a valid loading factor value according to Chin is if the value is >0.60 [Setyowati, 2016]. In the meantime, composite reliability and the Cronbach's Alpha value are used in the reliability test. In exploratory research, composite reliability levels of 0.6–0.7 are appropriate, and a Cronbach's Alpha value of >0.60 is regarded as dependable. Table 1 displays the findings from the validity and reliability tests.

Table 1. Validity and Reliability Test Results of the questionnaire

Variable		Loading Factor	AVE	Composite reliability	Cronbach's Alpha
Transformational leadership	KT1	0.841	0.680	0.914	0.882
	KT2	0.839			
	KT3	0.776			
	KT4	0.859			
	KT5	0.806			
Team Climate	IT1	0.754	0.660	0.921	0.896
	IT2	0.860			
	IT3	0.827			
	IT4	0.861			
	IT5	0.831			
	IT6	0.732			
Job satisfaction	KK1	0.851	0.725	0.940	0.924
	KK2	0.841			
	KK3	0.830			
	KK4	0.856			
	KK5	0.875			
	KK6	0.854			
Organizational Commitment	KO1	0.813	0.714	0.882	0.799
	KO2	0.850			
	KO3	0.870			

Table 1 revealed that all research instruments had loading factor values more than 0.6, indicating strong discriminant validity. All other research variables have an AVE value greater than 0.5. Thus, it can be concluded that every item on the study instrument has strong convergent validity when it comes to explaining the variable points. Moreover, Cronbach's alpha and composite reliability values for each research item are also greater than 0.7. Thus, it can be concluded that every research tool employed in this study is regarded as legitimate and trustworthy.

4. Results and Discussion

4.1 Result

The outcome of this study were analyzed using SmartPLS 3.0 program using structural equation modeling. This research received 200 respondents. One of the personal identities included in the questionnaire is age, so that the distribution of data on the characteristics of respondents in this study is obtained as follows:

Table 2. Characteristics by Age

No	Age	Amount	Percentage
1	20-29	58	29 %
2	30-39	86	43 %
3	40-49	45	22.5 %
4	50-59	11	5.5 %
	Total	200	100%

Based on table 2, the respondents in this study, if divided by age, were 58 respondents between 20-29 years old, 86 respondents between 30-39 years old, 45 respondents were 40-49 years old, and 11 respondents were between 50- 59 years old. It was found that the youngest age recorded as a respondent in this study was 25 years and the oldest was 57 years. The characteristics of the age distribution of doctors in this research respondent data are in line with the Indonesian Ministry of Health's data where the majority of general practitioners in Indonesia are aged between 20-49 years, with the highest percentage in the 30-39 year age group [Kementrian, 2022].

The following is a grouping of respondent characteristics based on the respondent's gender.

Table 3. Characteristics by Gender

No	Age	Amount	Percentage
1	Man	81	40.5 %
2	Woman	119	59.5 %
	Total	200	100%

In table 3, the feature of respondents based on gender can be seen. With 81 male respondents, namely around 40.5% of the total respondents and 119 female respondents or 59.5% of the total respondents in this research. The gender comparison of participants in this study does not have a significant meaning. However, according to data held by the Indonesian Ministry of Health in 2022, the majority of general practitioners in Indonesia will be women [Kementrian, 2022].

To determine relationships between constructs, significant values, and the research model's R-square, the inner or structural model is tested. The significance of the structural route parameter coefficients and the dependent construct t test were used to assess the structural model using R-square.

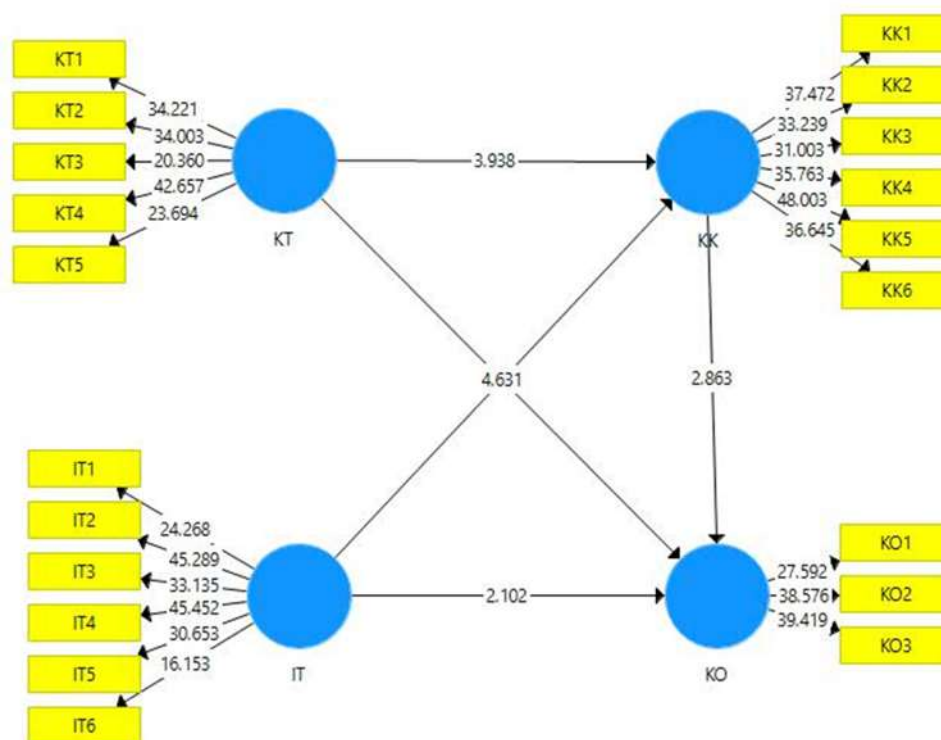


Figure 2 Evaluation of Inner Model

Coefficient determination (R²) is a measurement which function is evaluate the explanatory power of the model structure. So that it can explain all the relationships caused by exogenous constructs to endogenous constructs in a model. The value of R² ranges from 0 to 1, where the higher the R² value, the higher the ability of a variable to explain the relationship between constructs [Hair, 2021]. According to Chin, an R² value of > 0.67 has strong strength, a value > 0.33 has moderate strength, and a value > 0.19 means weak strength [Chin, 1998]. Table 7. Shows the coefficient of determination value through the results of data analysis

Table 4. Determination Coefficient Values

	R Square (R ²)	R Square Adjusted
Job satisfaction	0.828	0.826
Organizational Commitment	0.851	0.849

Based on these calculations, it is known that the R-Square value for job satisfaction is 0.828. These results show that the job satisfaction (JS) variable is able to be influenced by the variables transformational leadership and team climate by 82.8% and by 17.2% by other factors. Meanwhile, the R-Square value for organizational commitment (CO) is 0.851. These results show that the organizational commitment variable is able to be influenced by the variables transformational leadership, team climate and job satisfaction by 85.1% and 14.9% by other factors.

By examining t statistics and P Values, data processing utilizing SmartPLS has been done in order to respond to the research's premise. If a hypothesis's P value is less than 0.05, it is considered accepted; if it is greater than 0.05, it is considered rejected. Because the SmartPLS program includes independent, dependent, and mediating factors, calculations can display both the direct and indirect effects of a variable. Table 8 displays the outcomes of the hypothesis testing conducted in the SmartPLS application. The Path Coefficient Bootstrapping Technique yielded the following results:

Table 5. Hypothesis Test Results via Path Coefficient Bootstrapping Technique

	<i>Original Sample(O)</i>	<i>Sample Mean(M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistics (O/STDEV)</i>	<i>P Values</i>
Team Climate -> Job Satisfaction	0.517	0.519	0.112	4,631	0,000
Team Climate -> Organizational Commitment	0.296	0.311	0.141	2,102	0.036
Job Satisfaction -> Organizational Commitment	0.420	0.403	0.147	2,863	0.004
Transformational Leadership -> Job Satisfaction	0.433	0.432	0.110	3,938	0,000
Transformational Leadership -> Organizational Commitment	0.250	0.250	0.118	2,113	0.035

The first hypothesis test gave a p-value of 0.000, a t-statistic of 3.938, and a coefficient value of 0.433. The first hypothesis is accepted because the coefficient value indicates a positive direction and the p-value is less than 0.05 (0.000). This suggests that transformational leadership significantly and favorably affects general practitioners' job satisfaction.

The second hypothesis test yielded a p-value of 0.000, a t-statistic of 4.631, and a coefficient value of 0.517. The second hypothesis is accepted since the coefficient value indicates a positive trend and the p-value is less than 0.05 (0.000), indicating a significant and positive impact of transformational leadership on general practitioners' job satisfaction.

The third hypothesis test revealed a p-value of 0.035, a t-statistic of 2.113, and a coefficient value of 0.250. The third hypothesis is accepted since the coefficient value indicates a positive direction and the p-value is less than 0.05 (0.035), indicating a significant and beneficial impact of transformational leadership on general practitioners' organizational commitment.

The fourth hypothesis test provided a p-value of 0.036, a t-statistic of 2.102, and a coefficient value of 0.296. The fourth hypothesis is accepted since the coefficient value indicates a positive direction and the p-value is less than 0.05 (0.036), indicating a positive and substantial impact of team atmosphere on organizational commitment among general practitioners.

The fifth hypothesis test yielded a p-value of 0.004, a t-statistic of 2.863, and a coefficient value of 0.420. The fifth hypothesis is accepted since the coefficient value indicates a positive trend and the p-value is less than 0.05 (0.004), indicating a substantial and positive relationship between job satisfaction and general practitioners' organizational commitment.

The goal of the intervening or mediation test is to identify strong direct and indirect coefficients of effect. The Indirect Effect output describes the testing through mediation to determine if the mediating variable is successful in mediating the influence of the independent variable on the dependent or not; if the p-value is less than 0.05, it indicates that the independent variable has the ability to mediate or has an effect on the dependent variable through the mediating variable. To find the direct, indirect, and overall effect coefficients—which ultimately indicate whether or not the mediating variable has an influence—direct, indirect, and total effects are conducted. The following are the findings from the testing of overall, indirect, and direct influence:

Table 6 Total Effects Test

z	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Team climate -> Job satisfaction -> Organizational Commitment	0.217	0.204	0.078	2,774	0.006
Transformational leadership -> Job satisfaction -> Organizational commitment	0.182	0.179	0.089	2,051	0.041

A p-value of 0.006 (<0.05) was found in the indirect impact test results, indicating that transformational leadership significantly influences organizational commitment indirectly through work satisfaction. Thus, the sixth hypothesis is accepted because work satisfaction mediates the impact of transformative leadership on organizational commitment.

A p-value of 0.041 (<0.05) was found in the indirect effect test results, indicating that job satisfaction and team atmosphere have a substantial indirect impact on organizational commitment. Thus, the seventh hypothesis is accepted because work satisfaction mediates the impact of team atmosphere on organizational commitment.

4.2 Discussion

4.2.1. The influence of transformational leadership on job satisfaction

The study's findings demonstrate the beneficial and noteworthy impact of transformational leadership on job satisfaction.. This is because transformational leadership can help reduce uncertainty and develop a positive attitude towards change among employees. Employees are encouraged to work more enthusiastically and increase productivity, which leads to job satisfaction among employees [Dung, 2020]. The previous research results [Dung, 2020] with a sample of Vocational High School teachers showed a significant positive relationship between transformational leadership and job satisfaction. It is important for us to invest in transformational leadership to increase job satisfaction and ultimately improve employee performance and develop work culture [21].

4.2.2 The influence of team climate on job satisfaction

The results shows team climate has a positive and significant effect on job satisfaction. The results demonstrate that job satisfaction will rise in direct proportion to how favorable and well-maintained the team climate is at work. The improvement of information quality and behavioral coordination among all members of the company will be impacted by a strong team climate [Fleury, 2018]. The present study's findings corroborate those of Fleury et al. (2018), demonstrating that team procedures and crises work as intermediaries between job satisfaction and team climate. Healthcare managers must put policies that create a pleasant environment within healthcare teams into place if they want to see an improvement in professional job satisfaction. Peduzzi et al.'s research in 2022 also indicates a connection between job satisfaction and a positive team climate [Peduzzi, 2022].

4.2.3 The influence of transformational leadership on organizational commitment

The research results show that transformational leadership has a positive and significant effect on organizational commitment. The findings provide an illustration that good implementation of transformational leadership will increase doctors' commitment to continuing to work in an organization or hospital. Transformational leaders tend to have a vision that is spread through persuasion and inspiration, not through decisions and directive statements. Commitment to the vision is closely related to followers' trust in their leader [Atmojo, 2012].

The study's findings corroborate those of Cho et al.'s investigation on the connection between organizational commitment and transformative leadership in the US and Korea [Cho, 2019]. Affective commitment and transformational leadership are favorably correlated, according to additional research. According to Eliyana et al. (2019)'s research, transformational leadership and organizational commitment are directly related because it fosters employee self-actualization and motivation, which in turn encourages collaboration between managers and staff members toward the advancement of the organization [Eliyana, 2019].

4.2.4 The influence of team climate on organizational commitment

The research results show that team climate has a positive and significant effect on organizational commitment. The findings show that the better and more conducive the team climate in the workplace is, the more doctors' commitment to the hospital or

organization will also increase. This is because team climate is a team member's shared perception of the work environment that encourages them to trust each other, work together with each other and achieve team goals together.

According to research by Cahyadi et al. [2019], organizational commitment increases with an improved organizational climate. According to a different study [27], organizational atmosphere plays a big role in predicting perceived organizational performance and organizational commitment. In addition, job satisfaction is positively impacted by organizational innovation atmosphere in a statistically significant way [Demircioglu, 2021].

4.2.5 The influence of job satisfaction on organizational commitment

The findings of the study demonstrate that organizational commitment is positively and significantly impacted by job satisfaction. The results demonstrate that a doctor's commitment to the hospital or organization will rise in direct proportion to their degree of job satisfaction.

Organizational commitment and work satisfaction are positively correlated, according to research by Mahayasa et al. [2018]. The degree of job satisfaction and organizational commitment of nurses in the hospital industry are positively correlated; the higher the level of organization, the more satisfied nurses are with their jobs in the hospital environment. Organizational commitment is directly and significantly impacted by job satisfaction [Fu, 2014]. Performance, work engagement, and organizational commitment are all strongly impacted by job satisfaction, and there is a positive correlation between each component [Cao, 2019].

4.2.6 Job satisfaction mediates the effect of transformational leadership on organizational commitment

In the hospital context, the results of this study provide valuable insight into how transformational leadership can influence organizational commitment through job satisfaction. In a hospital environment, transformational leadership that is able to provide inspiration, increase motivation, and pay attention to individual needs can create a work atmosphere that builds job satisfaction. Employees, including medical and non-medical staff, who feel led by a transformational leader can experience higher levels of job satisfaction. Job satisfaction can mediate the relationship between HR practices adopted by the company and organizational commitment [Fu, 2014]. Meanwhile, job satisfaction has a partial mediating effect on the relationship between organizational culture and affective commitment. In addition, employee well-being mediates the relationship between job satisfaction and employee performance [Noor, 2011].

The theory underlying these results can be drawn from transformational leadership theory and job satisfaction theory. Transformational leadership theory emphasizes the role of leaders as agents of change who can create intrinsic motivation and commitment from their subordinates. On the other hand, job satisfaction theory emphasizes that individual job satisfaction can be a catalyst for increasing involvement and commitment to the organization. Consequently, by fostering a work environment that promotes job satisfaction, leaders in hospitals can boost employee engagement to the organization through the application of transformational leadership. According to study [28], this link is favorably mediated by job satisfaction. According to research [Dinc, 2018], the association between affective commitment, normative commitment, and job commitment and performance was found to be mediated by job satisfaction.

More knowledge of these dynamics can help hospital management create more successful leadership and management strategies, as staff engagement and organizational commitment directly affect patient care and quality of care in the hospital setting [Li, 2020].

4.2.7 Job satisfaction mediates the effect of team climate on organizational commitment

This study shows that, in the setting of hospitals, job satisfaction functions as a mediator between team climate and organizational commitment. This suggests that fostering a more positive team environment might boost workers' satisfaction with their job, which in turn strengthens their loyalty to the company.

An environment that fosters empowerment, support, and enjoyment among team members increases the likelihood that employees will be content with their positions. Organizational commitment theory proposes that job satisfaction can be a predictor of commitment to the organization. In the hospital context, where organizational commitment can have a direct impact on patient care and team productivity, further understanding how team climate can shape job satisfaction and organizational commitment is key to effective management [Berberoglu, 2018].

Previous research [Demircioglu, 2021], also favorably stated this link mediated by job satisfaction. These results imply that an innovation atmosphere can be a valuable tool for policymakers seeking to boost commitment and job satisfaction among their workforce.

5. Conclusion

The research analysis yielded the following conclusions: transformational leadership positively and significantly impacted general practitioners' job satisfaction; team climate positively and significantly impacted general practitioners' job satisfaction; transformational leadership positively and significant-ly impacted general practitioners' organizational commitment; team climate positively and significant-ly impacted general practitioners' organizational commitment; and job satisfaction positively and significantly impacted general practitioners' organizational commitment.

In addition, it is evident from the outcomes of the intervening or mediation tests that transformational leadership significantly influences organizational commitment indirectly through job satisfaction. This indicates that the impact of transformative leadership on general practitioners' organizational commitment is mediated by work satisfaction. The study's findings also demonstrate that, through work satisfaction, team climate has a major indirect impact on organizational commitment. This indicates that the impact of team atmosphere on general practitioners' organizational commitment is mediated by job satisfaction. The study's findings support the notion that, in order to boost organization-al commitment and lower the turnover rate of general practitioners in hospitals, it is critical to adopt transformational leadership and foster a supportive team environment.

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