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Effect of Transformational Leadership Dimensions On Job Satisfaction and Organizational Commitment: A Case Study on Elementary Schools Teachers

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ABSTRACT

This study aims to determine the effect of transformational leadership on organizational commitment with primary school teacher job satisfaction as an intervening variable at Labore Coffee & Eatery Malang. This study involved 140 primary school teachers in Pati, Central Java. This type of research uses a quantitative approach. The data analysis technique used in this study was a smart PLS (Partial Least Square). The questionnaire data was distributed online using the snowball sampling method. The results showed that transformational leadership has a positive & significant effect on teacher satisfaction and positive & significant impact on organizational commitment, as well as teacher job satisfaction which has a positive & significant effect on organizational commitment, and job satisfaction does not work effectively as an intervening variable.

Keywords

Transformational Leadership, Organizational Commitment, Teacher Job Satisfaction

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Introduction

Human resources are the most important assets in an organization, both large and large organizations small, because it is the source that drives and directs the organization and maintains and develops organizations in various demands of society and times. Teachers don't just take deep rewards into account form of money, but also expect a certain quality of treatment in the workplace. In addition to rewards, employees seek dignity, respect, perceived fair policies, cooperative coworkers, and fair compensation. One important factor influencing this decision is the commitment of the teacher to the organization. Commitment to the organization is an aspect that plays an important role in an organization, because commitment to the organization can affect the increase in work effectiveness and efficiency. According to Ardi (2020) says, that generally employees who have a high commitment to the organization will show

maximum effort in do the job. According to Basri (2020) elementary schools need qualified teachers who have a high level of commitment to be able to survive in today's highly competitive business world. High commitment shows the willingness of employees to work hard for the company, a strong belief and acceptance of the goals and values of the company and the desire for employees to maintain their membership in the company. This ideal condition is what elementary schools crave. However, the reality shows that some employees have low organizational commitment. According to Supriadi (2020) The phenomenon that occurs in connection with this organizational commitment is a sign that elementary schools cannot meet expectations as desired by teachers. Therefore it will be difficult for employees to maintain their commitment when faced with other job alternatives that are more promising higher expectations. This low teacher commitment is a big loss for schools, especially if it occurs for

teachers who have been heavily trained by the school.

According to Roojil Fadillaha (2020) The problems caused by the low commitment of teachers in a school cannot be separated from the role of a leader in the school. Several research results indicate that one of the factors that are considered important influencing organizational commitment is leadership. As part of the organization, leadership influences commitment through the relationship between superiors and subordinates, between employees and their leaders. The main role of a leader is to influence others to voluntarily achieve predetermined goals. According to Ardi (2020); Khoiri, (2020) Leaders create visions and inspire others to achieve that vision and expand themselves beyond their normal capabilities. states, that every leader in the work organization environment is obliged to give serious attention to fostering, mobilizing and directing all potential employees in order to increase job satisfaction, organizational commitment, and high performance. According to Ardi (2020); Khoiri, (2020) Many leadership models in this study focus more on the Transformational Leadership model which is seen as more complete and has many advantages, especially for organizational change. Transformational leadership is defined as a process of mutually enhancing leaders and followers to a high level of morality and motivation.

This study aims to analyze the effect of transformational leadership on organizational commitment by using primary school teacher job satisfaction. The purpose of this study is to determine the effect of transformational leadership on job satisfaction, to know the effect of transformational leadership on organizational commitment, to know the effect of job satisfaction on organizational commitment, to know the effectiveness of job satisfaction as an intervening variable between transformational leadership and organizational commitment. The formulation of the problem in this study is whether transformational leadership has a positive and significant effect on job satisfaction, does transformational leadership have a positive and significant effect on organizational commitment, does job satisfaction have a positive and

significant effect on organizational commitment, can job satisfaction function effectively as a variable, intervening between transformational leadership and organizational commitment.

Literature Review

Organizational Commitment

Organizational commitment is seen as a value orientation towards the organization that shows the individual strongly think about and prioritize work and organization. Individuals will try to give everything they have in order to help the organization achieve its goals. Commitment to the organization is an attitude that describes the individual level takes sides and is involved with the organization they are in and does not intend to leave. According to Ardi (2020); Khoiri, (2020); Quddus (2020); Nugroho (2020) states that commitment to organization as an attitude, often defined as: (a) the desire to remain a member of the organization, (b) the willingness to increase the level of effort for the benefit of the organization, (c) believe with certainty and accept the values and goals of the organization. In other words, commitment to the organization is an attitude that describes employee loyalty to the organization, through a continuous process where members of the organization express their concern for the organization and continue to achieve success. According to Sartika, (2020); Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) defines commitment as a sense of identification (trust in organizational values), involvement (willingness to do the best possible for the benefit of the organization), and loyalty (the desire to remain a member of the organization concerned), which is expressed by an employee for his organization. Furthermore, he said that organizational commitment is a condition in which employees are very interested in the goals, values and objectives of their organization. Commitment to the organization, which means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization for the achievement of goals. According to Nugroho (2020); Sartika, (2020); Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) argues that there are three components of organizational commitment, namely: a). Affective commitment, namely emotional attachment, identification and

involvement in an organization. In this case, individuals stay in an organization because of their own desires, b). Continuous commitment, namely individual commitment based on considerations of what must be sacrificed when leaving the organization. In this case the individual decides to stay in an organization because he considers it a fulfillment of needs, c). Normative commitment, namely individual beliefs about responsibility for the organization. Individuals remain in an organization because they feel obliged to be loyal to the organization. According Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) employee commitment to the organization has three main aspects, namely: a). Identification, is the belief and acceptance of a series of organizational values and goals. b). Involvement, namely a strong desire to try for the benefit of the organization. c). Employee loyalty to the organization means a person's willingness to maintain his relationship with the organization, if necessary at the expense of personal interests in order to achieve organizational success and success.

Transformational leadership

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According to Quddus (2020) defines leadership as the use of power and influence to direct follower activities towards the achievement of goals. This direction can influence followers' interpretation of events, the organization of their work activities, their commitment to the main goal, their relationship with followers, or their access to cooperation and support. From other work units. By referring to the various opinions of these experts, it can be concluded that leadership is the ability of individuals to use their power to influence, motivate, and support efforts that allow others to contribute to the achievement of organizational goals. used to understand the success of leadership, namely by focusing on what the leader is doing. So what is meant here is his style. Leadership style is the norm of behavior used by a person. a person is trying to influence other people's behavior as he wants. The leadership style in the organization is needed to develop a conducive work environment and build a motivational climate for employees so that it is expected to produce high productivity. Transformational leadership can create something new from something old. According to Roojil Fadillaha (2020); Basri (2020); Supriadi (2020)

practices a transformational leadership style that is able to bring more basic changes such as changes in the values, goals, and needs of subordinates. According to Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) argues that the concept of leadership is a combination of the "trait" paradigm and the contingency or dependency approach, this is often referred to as integrative psychology. According to Ardi (2020); Khoiri, (2020); Quddus (2020); Nugroho (2020) defines transformational leadership as a leader's ability to influence the values, attitudes and beliefs, and behavior of other leaders with a view to completing the organizational mission. Transformational leadership seeks to change the status quo and embody a certain vision of what an organization should look like. This is done by embodying the vision in members and instilling values that can bring change to the development of members and the organization. This embodiment requires a leader who is admired by his followers. This admiration occurs because of his abilities, his commendable nature, his enthusiasm, his personal attractiveness, his rhetorical abilities, his concern for the welfare of others and the progress of the organization. work, prioritizing group interests and increasing the needs of subordinates at a higher level so that a better quality of life can be achieved.

Job satisfaction

According to Nugroho (2020); Sartika, (2020) argues that job satisfaction is a pleasant and unpleasant emotional state in looking at their work, satisfaction reflects a person's feelings about his job. According Quddus (2020); Nugroho (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) states that job satisfaction is the level of pleasant feelings obtained from assessing a person's job or work experience. In other words, job satisfaction reflects how we feel about our work and what we think about our work. According to Ardi (2020); Khoiri, (2020) that job satisfaction is an affective or emotional response to various aspects of a person's job. This definition implies that job satisfaction is not a single concept, but that people can be relatively satisfied with one aspect of their job and not satisfied with one or more aspects. Employee job satisfaction is an important element in the organization. This is because job satisfaction can affect work behavior, such as being lazy, diligent,

productive, etc. or having a relationship with several types of behavior that are very important in organizations. From the various views mentioned above, it can be concluded that in essence job satisfaction is the level of a person's happy feelings as a positive assessment of their work and the environment of their workplace.

METHOD

This research uses a causal quantitative approach to achieve the research objectives. The research conducted is correlational research using transformational leadership, job satisfaction and organizational commitment. The independent variable of transformational leadership and job satisfaction with the dependent variable is work commitment. The data collection method used was purposive sampling type non-probability sampling. Questionnaires were distributed to primary school teachers as many as 140 teachers. The measurement method in this study uses a Likert scale which uses 5 levels of assessment. Data analysis in this study uses Partial Least Square (PLS) which is an alternative method of the Structural Equation Model (SEM). The first step taken is to test the outer model, namely the validity test. and reliability. The validity in PLS was calculated using convergent validity and discriminant validity. The indicator is said to be valid if it has an outer loadings value > 0.5 and is the largest value in the variable in the cross loadings. Reliability test is done using composite reliability, where the data is said to be reliable if it has a composite reliability value > 0.7. In the calculation of the inner model, the researcher calculates the feasibility of the research model.

Testing is done by looking at the R-square value with the predictive relevance Q-square measure. The model is said to be relevance (feasible) if the Q-square result is greater than 0. Q-square is calculated using the formula: The last step in the calculation is hypothesis testing. Hypothesis testing is done by comparing the t-value with the t-value if the t-value is greater than the t-table value.

The hypotheses in this study are:

- H1. Does transformational leadership have a positive and significant effect on job satisfaction?
- H2. Does transformational leadership have a positive and significant effect on organizational commitment?
- H3. Does job satisfaction have a positive and significant effect on organizational commitment?
- H4. Does job satisfaction function effectively as an intervening variable between transformational leadership and organizational commitment?

RESULT AND DISCUSION

The results of distributing 140 questionnaires were returned, 140 questionnaires were already filled in completely. Questionnaires were distributed to elementary school teachers who had worked for more than 12 months. After processing data from 140 questionnaires, the average male respondent was 57.5%, 20-31 years old was 52.5%, the final undergraduate education level was 90%, with unmarried status. amounted to 92.5%. The calculations in this study used the SmartPLS software. Here are the results of the calculations

Table 1 Convergent Validity

	KK	KO	TL
KK1	0,874		
KK2	0,825		
KK3	0,672		
KK4	0,877		
KO1		0,865	
KO2		0,943	
KO3		0,952	
TL1			0,848
TL2			0,986
TL3			0,953
TL4			0,955

Table 1 shows that all outer loading is > 0.50 so it can be said to be valid. In the transformational leadership variable, the highest outer loading appears in the TL2 dimension, namely inspirational motivation. In the job satisfaction variable, the highest outer loading appears in the

KK1 dimension, which is a challenging job. Meanwhile, in the organizational commitment variable, the highest outer loading was in the KO3 dimension, namely normative commitment.

Table 2 Discriminant Validity Testing

	KK	KO	TL
KK1	0,878	0,695	0,674
KK2	0,824	0,714	0,694
KK3	0,676	0,584	0,564
KK4	0,874	0,714	0,698
KO1	0,791	0,862	0,756
KO2	0,723	0,925	0,801
KO3	0,719	0,953	0,801
TL1	0,767	0,654	0,841
TL2	0,789	0,826	0,983
TL3	0,716	0,844	0,953
TL4	0,745	0,863	0,954

Table 2 shows that each indicator in a latent variable has a difference with the indicator in

other variables which is indicated by a higher loading score in its own construct. Thus, the model has good discriminant validity.

Table 3 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Akar AVE
Transformational Leadership (TL)	0,873296	0,934503077
Satisfaction (KK)	0,670601	0,818902314
Organizational Commitment (KO)	0,847212	0,920441199

In Table 3, the AVE root value for each variable is > 0.50 . This shows that the indicators in each construct are said to be valid.

Table 4. Composite Reliability

	Composite Reliability
KK	0,889622
KO	0,943185
TL	0,964889

Table 5 Cronbach's Alpha

	Cronbach's Alpha
KK	0,831939
KO	0,908626
TL	0,950496

Tables 4 and 5 show that the data is reliable.

Table 6: R-Square (R²)

Variabel	Nilai R-Square
Satisfaction	0,647
Organizational Commitment	0,790

R-Square results indicate that the research model has a good goodness of fit.

Table 7. T-test

	Original Sample(O)	T Statistics (IO/STERR)
KK -> KO	0,395	3,69
TL -> KK	0,807	23,29u
TL -> KO	0,539	4,869

Table 7 shows the results of hypothesis testing where the t-statistic value on all variables is > 1.96, which means that the hypothesis can be accepted.

Table 8 Direct and Indirect Effect

Correlation	Direct Effect	Indirect Effect
<i>Transformational Leadership</i> -> Satisfaction	0,806	-
Satisfaction -> Organizational Commitment	0,391	-
<i>Transformational Leadership</i> -> Organizational Commitment	0,535	-
<i>Transformational Leadership</i> on Organizational Commitment through Satisfaction		0,806 x 0,391 = 0,316

Based on Table 8, the most direct relationship is the relationship between transformational leadership and job satisfaction, which is equal to 0.806. The direct effect of transformational leadership on organizational commitment is 0.535. Meanwhile, the indirect effect between transformational leadership and organizational commitment through job satisfaction is 0.391. Because the indirect coefficient is smaller than the direct value coefficient, job satisfaction does not have a significant effect as an intervening variable between transformational leadership and organizational commitment.

Discussion

From the research that has been done it can be seen that the results of the analysis descriptive variable transformational leadership is high, commitment variable organization is high and job satisfaction variable is high. The results of the test The t-statistic shows that transformational leadership has a positive effect and significant to organizational commitment, and transformational

leadership as well positive and significant effect on job satisfaction. But relationship transformational leadership which directly leads to more organizational commitment high when compared to the indirect relationship that is through job satisfaction variable. This shows that the leader is already apply transformational leadership well in the organization. High organizational commitment experienced by employees in terms of this is directly influenced by transformational leadership. Job satisfaction within This research is high but cannot increase organizational commitment employees if used as an intervening variable. From the analysis, it is known that the R square value in the variable job satisfaction 0.46 which is equal to 46%. While the value of R square at organizational commitment is 0.97, which is 97%. In the calculations Q square relationship between transformational leadership, organizational commitment and Overall employee job satisfaction owned by the teacher is 92.60% while the rest is 7.4% influenced by other supporting

factors. Based on the research results it is known that transformational leadership has a positive effect on employee organizational commitment, this shown by the research results of 0.53 which means the leader of The elementary school has implemented transformational leadership well so that employees have a commitment to work. For the results of research on job satisfaction on organizational commitment of 0.39 means that job satisfaction has a positive effect on employee organizational commitment. Based on the results of the indirect effect, there is a direct influence from transformational leadership on organizational commitment is equal 0.53 while for the effect of transformational leadership on organizational commitment through employee job satisfaction has a value equal to 0.31 From these results it can be seen that the value of the direct effect transformational leadership towards greater organizational commitment compared with the value of the effect of transformational leadership on organizational commitment through teacher job satisfaction. This can be seen from the result of the highest indicator value of transformational leadership is the leader who value each employee as an individual so that employees feel reluctant. While the results are the indicators of the highest organizational commitment that is, the employee deserves loyalty from employees. When viewed from the transformational indicator. There is a close relationship between leadership and organizational commitment that is: employees commit to the organization out of disrespect or respect employees against their leaders who treat employees as a valued person. Therefore, the more leaders apply transformational leadership, the higher the employee's commitment to organization. Meanwhile, when viewed from the results of the job satisfaction indicators the highest is colleagues who support and help each other. This does not indicate a close relationship when compared with transformational leadership on employee commitment. Therefore That is, the job satisfaction variable tends to weaken the influence on organizational commitment. In other words, job satisfaction cannot function well as an intervening variable in this study. Research shows that the ability of leaders to implement leadership styles transformational in the organization has a significant impact on organizational commitment).

Another factor that is thought to have a relationship with the level of organizational commitment is job satisfaction. Job satisfaction has a positive and strong influence on organizational commitment. People who get a higher level of job satisfaction tend to feel that the level of affective commitment and normative commitment is higher, meanwhile the effect on continuance commitment is weaker. According to Ardi (2020); Khoiri, (2020); Quddus (2020) has contributed to the theory of organizational behavior. These findings are very informative in explaining aspects of organizational behavior particularly the factors that contribute to employee organizational commitment. Job satisfaction was found as a predictor of organizational commitment. In this study, it was found that there was a positive relationship between job satisfaction and commitment organization. This means that if job satisfaction increases, organizational commitment will also increase. Based on the research results as described above, the first hypothesis in this study which states there is the relationship between transformational leadership and job satisfaction with organizational commitment can be demonstrated. In Simultaneously, it was found that there was a very significant relationship between national leadership and job satisfaction organizational commitment. Therefore, it can be concluded that transformational leadership and job satisfaction are systematically related to organizational commitment. Several other studies have shown that there are variables related to commitment organization.

According to Sartika, (2020); Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) shows that there is an effect of work motivation on organizational commitment. Chaterina Melina Taurisa and Intan Ratnawati (2012) state that in their research there is a direct influence between organizational culture and organizational commitment. This shows that the stronger the organizational culture, the higher the organizational commitment. The results of this study are in accordance with the theoretical basis that has been previously described. The behavior of a good boss or leader can be used as a role model, can guide, supervise and protect subordinates. Transformational leadership is

described as a form leadership that can increase organizational commitment. Commitment can be born by applying a leadership style transformational because with this style emerges a climate conducive to the development of innovation and creativity. Leadership transformational is proven to be able to bring about more fundamental changes, such as changes in values, goals and values the needs of subordinates and these changes have an impact on the emergence of commitment, because of the fulfillment of higher needs. Transformational leaders are charismatic leaders who have a major influence on their followers. Charismatic leader, is a leader who is able to generate strong emotions. Leaders are identified by being used as role models by their subordinates, trustworthy, respected, and have a clear vision and mission, which according to the perception of their subordinates can be realized. In fact, transformational leadership is able to produce higher organizational commitment because transformational leadership is able to motivate subordinates to be more involved in their work. According to Ardi (2020); Khoiri, (2020); Quddus (2020); Nugroho (2020); Sartika, (2020); Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) Transformational leadership affects commitment without the use of rewards or punishments. Transformational leadership directly affects the level of employee participation in creating the survival of the company so that it affects commitment, namely the desire of employees to stay and work and devote themselves to the company. Job satisfaction has a positive and strong influence on organizational commitment. Employees who get a higher level of job satisfaction tend to feel that the level of affective commitment and normative commitment is high. According to Achmadi (2020); Roojil Fadillaha (2020); Basri (2020); Supriadi (2020) explains that employees who have met their intrinsic satisfaction will show high concern for the company where they work. In fact, it was found that there is a positive relationship between job satisfaction and organizational commitment. This shows that if the level of job satisfaction is high, the level of commitment to the organization will also be high. In other words, when someone's job satisfaction increases, at that time their organizational commitment will also increase.

CONCLUSION

Based on the results of the analysis of research that has been conducted with transformational leadership variables, employee satisfaction, and commitment Transformational leadership organization has a positive and significant effect on job satisfaction of primary school teachers, hypothesis test results prove that the hypothesis is proven. The higher the transformational leadership applied by primary school teacher leaders, the more job satisfaction. Transformational leadership has a positive and significant effect on organizational commitment, the hypothesis test results prove that this hypothesis is proven. The direct relationship of transformational leadership will have a positive and significant effect on employee organizational commitment. Employee satisfaction has a positive and significant effect on organizational commitment, the results of hypothesis testing prove that this hypothesis is proven. Job satisfaction does not function effectively as an intervening variable between transformational leadership and organizational commitment. The result of hypothesis 4 test proves that this hypothesis is not proven. Based on the above conclusions, some suggestions can be put forward which will be useful for interested parties for further research, namely. Based on the results of the loading factor of transformational leadership, it can be seen that the indicators of leaders who value employees as individuals have the highest value. This means that the transformational leadership that has the biggest role in this case is that the leader must get closer to employees so they can better understand and respect each individual of the employees. To improve his transformational leadership for the better, you can do by having casual conversations with employees to listen to employee complaints and aspirations. Meanwhile, based on the results of the loading factor of employee satisfaction, there is the highest indicator, namely colleagues who support each other. This means that if employees have a closer bond with fellow co-workers, then they will be more satisfied working. Thus, leaders are advised to hold employee gatherings or outings more often. Meanwhile, based on the loading factor results of organizational commitment, there is the highest indicator that it is proper to get employee loyalty. This means that employees feel that they have received many

benefits so that employees feel indebted. As has been done by current leaders that if there are employees who need them, the leader will provide assistance. This condition indicates that the leader has implemented a transformational leadership style with good . For the next researcher in order to be able to examine other intervening variables that affect organizational commitment outside the variable job satisfaction

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