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The Influence of Transformational Leadership, Interpersonal Communication, and Job Satisfaction on Organizational Commitment (A Survey at the Islamic Higher Education Institution in Province of Jambi)

Umil Muhsinin^{1*}, Martinis Yamin², Hidayat Hidayat³

¹ Doctoral Program in Islamic Education Management at Universitas Islam Negeri STS Jambi, Indonesia, Email: ummilmuhsinin@uinjambi.ac.id

² Doctoral Program in Islamic Education Management at Universitas Islam Negeri STS Jambi, Indonesia.

³ Doctoral Program in Islamic Education Management at Universitas Islam Negeri STS Jambi, Indonesia.

*Corresponding Author: ummilmuhsinin@uinjambi.ac.id¹

Abstract: The high interest of the community in pursuing higher education in Islamic institutions certainly needs to be supported by effective educational management. This is to ensure that Islamic Higher Education institutions in the Jambi Province can compete and produce quality graduates. This research aims to examine the influence of transformational leadership style, interpersonal communication, and job satisfaction on the organizational commitment of lecturers, both partially and simultaneously, as well as directly and indirectly. This quantitative research employed a survey method conducted at the Islamic College (STAI) in the Jambi Province, with a population of 144 lecturers. The analysis tool used Path Analysis followed by Determination Analysis (R Square), Hypothesis Testing with t-tests and F-tests, and a significance level of alpha 5 percent. The results of the study indicate that: 1) Transformational leadership style has an effect on job satisfaction with a t-value of 3.261; 2) Interpersonal communication affects job satisfaction with a t-value of 3.958. 3) Transformational leadership style and interpersonal communication simultaneously affect job satisfaction with an F-value of 67.198; 4) Transformational leadership style influences organizational commitment with a t-value of 5.035; 5) Interpersonal communication affects organizational commitment with a t-value of 4.088; 6) Transformational leadership style and interpersonal communication simultaneously influence organizational commitment with an F-value of 107.340; 7) Job satisfaction influences organizational commitment with a t-value of 11.213; 8) Transformational leadership style, interpersonal communication, and job satisfaction simultaneously influence organizational commitment with an F-value of 83.408; 9) Transformational leadership style through job satisfaction affects organizational commitment; and 10) Interpersonal communication through job satisfaction affects organizational commitment. Based on these findings, the better the Transformational

Leadership Style, Interpersonal Communication, and Job Satisfaction of lecturers, the higher the Organizational Commitment of lecturers will be.

Keywords: Transformational Leadership Style, Interpersonal Communication, Job Satisfaction, and Organizational Commitment

INTRODUCTION

Jambi is a province in Indonesia located on the east coast, in the central part of the island of Sumatra, with its capital city in Jambi. Jambi is a region known for its ancient literature. The name of this land is often mentioned in inscriptions and also in Chinese news. In its social life, the people of Jambi strongly adhere to customary regulations based on the Quran and Hadith. This is reflected in the customary saying, 'customs are based on Sharia, Sharia is based on the Book of Allah.

Based on this, the people of Jambi strongly adhere to the teachings of Islam in their daily lives, including in education. Many parents in Jambi encourage their children to study in Islamic educational institutions, from elementary to higher education levels. The high enthusiasm of the people of Jambi who want their children to continue their studies in Islamic higher education is evident from the numerous Islamic higher education institutions in the province.

The strong interest of the community in having their sons and daughters pursue studies in Islamic higher education must be supported by effective educational management. This is to ensure that Islamic Higher Education institutions in the Jambi Province can compete and produce quality graduates. One way to achieve this is by building strong commitment from every member of the organization in every Islamic Higher Education institution in the Jambi Province, especially lecturers who play a significant role in the success of higher education for their students. The wide-ranging role of lecturers will contribute to building a quality generation that will benefit society and the nation.

Commitment is one of the crucial elements that must be instilled in every individual, especially lecturers, in a higher education institution. A higher education institution that aims to achieve its goals without encountering many obstacles must be supported by lecturers with high commitment. Low commitment among lecturers has become an organizational issue, as it hinders the achievement of organizational goals, such as the low commitment of lecturers to remain in employment for the specified period determined by the organization.

According to Hunt, et al., and Meyer & Allen, organizational commitment is generally defined as employees' interest in and connection to an organization. Employees who are committed to their company tend to identify with the goals and objectives of their organization and wish to remain with their organization (Huang et al., 2012). Additionally, Scooter in Setiadi et al. (2016) also states that workers with high commitment will be more work-oriented. It is also mentioned that workers with high organizational commitment are likely to be happy to help and collaborate.

According to Kreitner and Kinicki (2014), organizational commitment reflects the extent to which an individual recognizes an organization and is bound to its goals. This is an important work attitude because individuals with commitment are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to remain employed in a company.

Many factors can influence an individual's commitment to their organization, including leadership. This is because leaders can guide and maximize the potential of lecturers and educational staff in higher education institutions. If group members can work together and work under the direction of an effective leader, this goal can be achieved.

One element of a leader's success depends on the leadership strategy used in cases where those led become aware of the need to take the intended actions. In other words, a leader's ability to manage and implement their leadership style according to business demands will determine how effective they are.

The ability of a leader to influence team members through personality traits or recurring behavior patterns is known as leadership style. Leadership style is a behavioral norm used by an individual when attempting to influence others as desired. To create a positive work environment and boost the performance of subordinates, the right leadership style is needed. This will result in high productivity.

Conversely, a leadership style that does not align with the characteristics of employees and existing tasks can lead employees to feel less enthusiastic or even lose their work motivation. This can cause employees to be less diligent in their work and have a lack of focus on their tasks.

In addition to leadership, another factor that can shape high commitment among every organizational member is interpersonal communication. As stated by Sirait (2016), there is a strong relationship between interpersonal communication and organizational commitment. Good interpersonal communication within an organization allows an individual to have good organizational commitment, while poor interpersonal communication among employees may lead to low organizational commitment.

Furthermore, Dewi et al. (2019) also suggest that good interpersonal communication can convey work ideas and problems effectively. This good communication can lead to a precise understanding of work information, thus forming a cohesive team. Good interpersonal communication supports productive performance and a conducive work environment. Therefore, employees feel a sense of camaraderie with their colleagues, trust, and a desire to contribute to the company. Thus, these factors contribute to higher organizational commitment.

Lecturers, as educators, are not only faced with the task of being educators but are also burdened with many other responsibilities. The high workload of lecturers must be supported by good interpersonal communication skills, the ability to convey work ideas, and effectively communicate problems encountered in their work. Additionally, lecturers must also be able to maintain harmonious relationships among organizational members while working.

Communication is a crucial factor in fostering cooperation within an organization. Effective communication is a two-way process that occurs when the sender receives feedback from the message receiver. A conducive communication atmosphere within an organization can provide satisfaction for the organization, thus forming a commitment to work to the maximum. With the commitment of organizational members, good working relationships will be evident in the organization. High commitment fosters a willingness to strive for high levels of work within the organization, thereby facilitating the achievement of organizational goals (Siburian, 2013).

In addition to influencing organizational commitment, it has been previously explained that leadership and interpersonal communication can indirectly affect job satisfaction. As stated by Supit (2016), transformational leadership indirectly influences organizational commitment through job satisfaction. Meanwhile, Sirait (2016) in a study suggests that high interpersonal communication is followed by high organizational commitment. This is because employee satisfaction with communication patterns in the organization tends to increase organizational commitment.

Job satisfaction is an individual's emotional response to the situation and conditions of work. Emotional responses can take the form of feelings of satisfaction (positive) or dissatisfaction (negative). If an individual is emotionally satisfied, it means that job satisfaction is achieved; conversely, if not, it means that the employee is dissatisfied. Job

satisfaction is perceived by employees after they compare what they expect to gain from their work with what they actually obtain from their work (Sopiah, 2017). McShane and Von Glinow view job satisfaction as an individual's evaluation of their job and its context. It is an assessment of job characteristics, the work environment, and perceived emotional experiences in the job (Wibowo, 2014).

According to Colquitt et al. (2015), job satisfaction is one of the predictors of organizational commitment because job satisfaction has a strong relationship with organizational commitment. Job satisfaction has a positive and strong influence on organizational commitment. Individuals who experience higher levels of job satisfaction tend to have higher levels of affective commitment and normative commitment. Meanwhile, its influence on continuance commitment is weaker. Affective commitment is a commitment that arises due to emotional closeness to the organization, self-identification, and active involvement in the organization. Continuance commitment is based on the employee's perception of the losses that would be incurred if leaving the organization. On the other hand, normative commitment is related to the employee's feelings of obligation to stay in the organization (Wibowo, 2014).

Based on the phenomena mentioned above, it has sparked the author's interest in elevating this topic into an empirical study in the form of a dissertation with the title "**The Influence of Transformational Leadership, Interpersonal Communication, and Job Satisfaction on Organizational Commitment** (A Survey at Islamic Higher Education Institutions in the Province of Jambi)."

RESEARCH METHODS

- **Research Approach.** The method used in this study is both descriptive and quantitative. Descriptive research is a statistical method that serves to describe or provide an overview of the studied object through sample or population data as it is, without conducting analysis and making conclusions that apply universally (Sugiyono, 2010). Meanwhile, quantitative research is a research method based on positivism philosophy, used to investigate a specific population or sample, and the sampling technique is generally done randomly. Data collection uses research instruments, and data analysis is quantitative/statistical with the aim of testing predetermined hypotheses (Sugiyono, 2012). This research employs a quantitative associative approach with a survey method and utilizes path analysis techniques to test direct and indirect influences on each variable in the study. The survey in this research mainly consists of closed-ended questions, where respondents only need to respond with a scale ranging from strongly agree to strongly disagree for variables such as transformational leadership, communication, job satisfaction, and organizational commitment.
- **Population and Sample.** The population in this study comprises lecturers at private Islamic Higher Education Institutions (STAI) in the Jambi Province. Representing the western region is STAI Maulana Qori Bangko, representing the eastern region is STAI Annadwah, and representing the city is STAI Ma'Arif, with a total of 144 lecturers. The sample size in this study is determined based on the theory developed by Slovin with a margin of error of 5%, resulting in a sample size of 106.
- **Data Analysis and Analysis Tools.** Data are processed using frequency distribution to obtain average values and analyzed using SPSS 21.0 software for Windows. The data analysis technique used in this study is path analysis. Path analysis is one of the options for studying the dependence of several variables within a model. This analysis is a good method for explaining if there is a large set of data to be analyzed and seeking causal relationships (Ghozali, 2015). Before further analysis, an instrument test is conducted through validity and reliability tests. This is followed by testing analysis requirements

through tests for normality, homogeneity, and linearity. Finally, in the last stage, hypotheses are tested through partial tests using t-tests, simultaneous tests using F-tests, and intervening tests using the Sobel test.

RESULT AND DISCUSSION

Description of Research Data

The collected research data are analyzed using descriptive statistical techniques and inferential statistics. Descriptive statistics are used to present data for each research variable, both partially and simultaneously, including the variables of transformational leadership, interpersonal communication, job satisfaction, and organizational commitment. Meanwhile, inferential statistics used in this study are to test the research hypotheses formulated through testing conducted using regression and correlation equations. However, before hypothesis testing, a test for analysis requirements is conducted through tests for the normality of estimated standard errors, variance homogeneity, and linearity.

The descriptive statistics used include measures of central tendency, which encompass the highest score, lowest score, mean, mode (most frequent value in respondents' answers), median, standard deviation, and sample variance. In addition to measures of central tendency and data dispersion, frequency distribution tables and histogram graphs are also used. The results of descriptive statistics in the study using SPSS 21.0 as a tool are as follows:

Table 1. Descriptive Statistics of Research Variables

		Statistics			
		X1_ Transformational Leadership	X2_ Interpersonal_ Communication	X3_Job_ Satisfaction	X4_ Organizational_ Commitment
N	Valid	106	106	106	106
	Missing	0	0	0	0
Mean		116,37	125,68	114,07	127,08
Std. Error of Mean		1,3595	1,2064	1,4256	1,3406
Median		115,214	126,397	112,94	127,5
Mode		113,309	127,0	111,23	128,447
Std. Deviation		14,1476	12,451	14,712	13,619
Variance		195,902	155,027	216,443	185,477
Range		59,0	53,0	62,0	61,0
Minimum		86,0	96,0	84,0	94,0
Maximum		145,0	149,0	146,0	155,0
Sum		12340,0	13248,0	12102,0	13426,0

Source: SPSS 21.0 for windows output.

Requirements Test Results

Before proceeding to hypothesis testing, it is necessary to go through the calculation of analysis requirements. The analysis requirement tests used consist of three types: normality test, homogeneity test, and linearity test.

a. Normality test

The normality test aims to determine whether the distribution of errors obtained is normal or not. The normality test conducted in the study using the Chi-Square test is presented in the following table.

Table 2. Chi Square Normality Test Results

No	Variable	χ^2 count	χ^2 table	Information
1	Organizational Commitment (X ₄)	3,21	14,067	Normally distributed
2	Transformational Commitment (X ₁)	4,93	14,067	Normally distributed

3	Interpersonal Communication (X ₂)	5,93	14,067	Normally distributed
4	Job Satisfaction (X ₃)	4,60	14,067	Normally distributed

Normal Requirements $x^2_{count} < x^2_{table}$

Source: Data processed for research purposes (2023)

Based on the results of the normality test calculations, X₄ obtained a chi-square value of 3.21, X₁ obtained a chi-square value of 4.93, X₂ obtained a chi-square value of 5.93, and X₃ obtained a chi-square value of 4.60. From the calculation results of these four variables, the chi-square values obtained are smaller than the chi-square table values. This indicates that all variables are considered to have a normal distribution and can proceed to the next stage of the research.

b. Homogeneity of Variance Test

The homogeneity test aims to determine whether the variances are homogeneous or not. The criteria for homogeneity testing are to accept H₁ if the chi-square value is smaller than the chi-square table value and to accept H₀ if the chi-square value is greater than the chi-square table value with a significance level of $\alpha = 0.05$. The results of the homogeneity test in this study are presented in the following table.

Table 3. Results of the Homogeneity of Variance Test

No	Galat	Number of Samples	Dk	X ² (0,05)		Conclusion
				X ² _{count}	X ² _{table}	
1	X ₃ is grouped above X ₁	106	57	6,7293	40,646	Homogen
2	X ₃ is grouped above X ₂	106	69	13,044	50,879	Homogen
3	X ₄ is grouped above X ₁	106	57	15,073	40,646	Homogen
4	X ₄ is grouped above X ₂	106	69	12,524	50,879	Homogen
5	X ₄ is grouped above X ₃	106	54	7,058	38,116	Homogen

Homogeneous prerequisites $x^2_{count} < x^2_{table}$

Source: Data processed for research purposes (2023).

c. Linearity Test and Significance of Regression Coefficients

One assumption of regression analysis is linearity. It means whether the regression line between the independent and dependent variables forms a linear line or not. If it is not linear, then regression analysis cannot proceed. The results of the linearity test in this study are presented in the following table.

Table 4. Linearity Test Results

No	Galat	F _{count}	F _{table}		Conclusion
			0,05	0,01	
1	X ₃ over X ₁	104,173	3,93	6,88	Linier
2	X ₃ over X ₂	113,264	3,93	6,88	Linier
3	X ₄ over X ₁	171,706	3,93	6,88	Linier
4	X ₄ over X ₂	153,451	3,93	6,88	Linier
5	X ₄ over X ₃	125,841	3,93	6,88	Linier

Linearity Prerequisites $F_{count} < F_{table}$

Source: Data processed for research purposes (2023).

Path Analysis

To address the objectives of this research, the main structure in the research model is divided into three sub-structures. The first sub-structure is used to address objective 1, the second sub-structure for objective 2, and the third sub-structure for objective 3. Meanwhile, to address objectives 4 and 5, the values taken are the output values from the first, second, and third sub-structures to examine direct and indirect influences. The following is the SPSS output from the three structures summarized in the table below.

Table 5. SPSS Output Four Sub Structures

Model	Unstandardized Coefficients		Beta	T	F	Sig.
	B	Std.Error				
X1 – X3	0,375	0,115	0,358	3,261	-	0,002
X2 – X3	0,513	0,130	0,434	3,958	-	0,000
X1,X2 – X3	-	-	-	-	67,198	0,000
X1 – X4	0,471	0,093	0,477	5,035	-	0,000
X2 – X4	0,431	0,105	0,387	4,088	-	0,000
X1,X2 – X4	-	-	-	-	107,340	0,000
X3 – X4	0,696	0,062	0,740	11,213	-	0,000
X1,X2,X3 – X4	-	-	-	-	83,408	0,000

Source: Data processed from SPSS 21.0 for Windows output.

The output results above are entered into the structural equation drawing as follows:

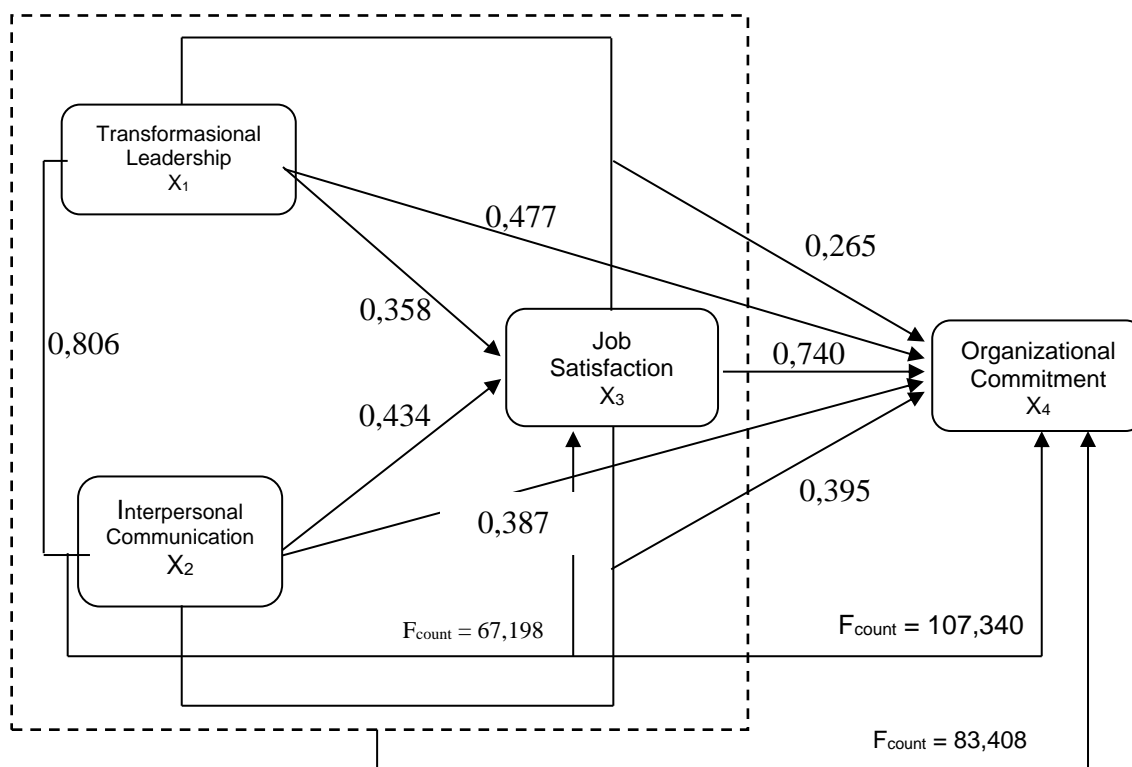


Figure 1. Path Analysis Results

1) Transformational Leadership influences Job Satisfaction.

From the data processing results as presented in Table 5 above, the computed t-value for variable X₁ is 3.261, with a significance of 0.002. Because the significance level is less than 0.05 (0.002 < 0.05), it can be concluded that transformational leadership has an effect on lecturer job satisfaction.

This result is in line with the theory proposed by Burns, stating that transformational leadership is a leadership style that transforms followers' attitudes, beliefs, and behaviors into a realm of higher motivation, where leaders inspire followers to be motivated to rise above and beyond current levels of achievement and performance, even achieving higher levels of accomplishment and performance. In business organizations, transformational leadership has been proven to have a positive effect on employee job performance,

commitment, and satisfaction (Anderson, 2017). Furthermore, other studies, including those conducted by Muhammad et al (2016), Chen et al (2021), and Muslichah & Asror (2018), also explain that there is a partial and simultaneous influence of transformational leadership on employee job satisfaction.

2) Interpersonal Communication Influences Job Satisfaction" in English.

From the processed data presented in Table 5 above, the calculated value for the variable X2 is 3.958, with a significance of 0.000. Because the significance level is less than 0.05 ($0.000 < 0.05$), it can be concluded that interpersonal communication has an impact on job satisfaction.

This result is consistent with the theory proposed by Sutrisno (2009), which suggests that smooth communication between employees and management is often used by employees to appreciate their positions. In this regard, the willingness of superiors to listen, understand, and acknowledge the opinions or achievements of their employees plays a significant role in generating job satisfaction. Furthermore, this finding aligns with research conducted by Novieka and Prasetya (2018), Damsjik (2017), and Alvidayenti et al (2019), all of which conclude that interpersonal communication is directly related to job satisfaction. This relationship can be strengthened by individual personalities that are open to experience. The interaction between interpersonal communication and openness to experience can enhance job satisfaction.

3) Transformational Leadership and Interpersonal Communication together influence Job Satisfaction.

From the data processing results as presented in Table 5 above, a calculated F value of 67.198 was obtained with a p-value of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that the variables of transformational leadership and interpersonal communication together have a significant influence on the job satisfaction variable (X3).

4) Transformational Leadership influences Organizational Commitment.

From the data processing results as presented in Table 5 above, the calculated t-value for variable X1 is 5.035, with a significance level of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that transformational leadership has an impact on organizational commitment.

This study's findings are in line with research conducted by Lăzăroiu, who states that if transformational leaders demonstrate a high level of commitment to effecting change and possess substantial strength to enact disruptive changes, they must show the capacity to recognize the need for change. Additionally, McGuire and Hutchings suggest that transformational leadership functions as a change antecedent in conditions of continuous gradual change, relating to overall employee performance through the quality of relationships developed between managers and employees. It serves to cultivate beneficial relationships with their employees (Ljungholm, 2014). Moreover, several other studies conducted by Supit (2016), Jiatong et al (2022), and Xu et al (2022) also posit that transformational leadership positively influences organizational commitment.

5) Interpersonal Communication influences Organizational Commitment.

From the data processing results presented in Table 5 above, the calculated t-value for the variable X is 4.088, with a significance level of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that interpersonal communication has an impact on organizational commitment.

These findings align with the results of a study conducted by Setiadi et al (2016), revealing that communication is one of the factors influencing organizational commitment. Communication among workers is crucial because organizational communication unifies the activities of all functions. Leaders who are open, understanding, and willing to listen to their employees' perspectives will foster a motivated and loyal workforce. The communication that occurs between leaders and employees will also shape a trust-filled work environment, ultimately leading to employee commitment. Furthermore, these research findings are consistent with studies conducted by Dewi et al (2019), Siburian (2013), and Sirait (2016), which conclude that interpersonal communication has an impact on organizational commitment, both directly and indirectly through job satisfaction.

6) Transformational Leadership and Interpersonal Communication together influence Organizational Commitment.

From the data processing results presented in Table 5 above, a calculated F value of 107.340 was obtained with a p-value of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that the variables of transformational leadership and interpersonal communication together have a significant impact on organizational commitment.

7) Job Satisfaction influences Organizational Commitment.

From the data processing results presented in Table 5 above, the calculated t-value for variable X3 is 11.213, with a significance level of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that job satisfaction has an impact on organizational commitment.

This study's findings align with the theory proposed by Mathis & Jackson (2011), stating that individuals who are relatively satisfied with their jobs are more likely to be committed to the organization, and those committed to the organization are more likely to experience greater satisfaction. Previous research also supports the existence of a relationship between job satisfaction and organizational commitment. For instance, research conducted by Novieka and Prasetya (2018) states that job satisfaction has a positive and significant influence on organizational commitment. Additionally, Leite et al (2014) concludes that satisfaction is an antecedent of commitment, mediating its relationship with other variables.

8) Transformational leadership, interpersonal communication and job satisfaction together influence organizational commitment.

From the data processing results presented in Table 5 above, a calculated F value of 83.408 was obtained with a p-value of 0.000. Because the significance level is much less than 0.05 ($0.000 < 0.05$), it can be concluded that transformational leadership, interpersonal communication, and job satisfaction together have a significant impact on the organizational commitment variable

9) Transformational Leadership influences Organizational Commitment through Job Satisfaction.

To find out whether the job satisfaction variable is able to mediate the transformational leadership variable on organizational commitment, the steps are as follows.

- The direct influence of transformational leadership on organizational commitment
= $P_{X_4 \times X_1}$ (p1)
= 0,477

- The indirect effect of transformational leadership on organizational commitment
 $= P_{X_3 \times X_1} (p_2) \times P_{X_4 \times X_3} (p_3)$
 $= 0,358 \times 0,740$
 $= 0,26492$
- Total influence (transformational leadership on organizational commitment)
 $= p_1 + (p_2 \times p_3)$
 $= 0,477 + 0,26492$
 $= 0,74192.$

The path analysis results indicate that transformational leadership can have a direct impact on organizational commitment and can also have an indirect impact, namely from transformational leadership to job satisfaction (as an intervening variable) and then to organizational commitment. To determine the significance of the mediating effect, it is indicated by the multiplication of coefficients ($p_2 \times p_3$) amounting to 0.26492, which is significant or not, tested using the Sobel test as follows:

Calculate the standard error of the indirect effect coefficient (Sp_{2p3})

$$Sp_{2p3} = \sqrt{p_3^2 Sp_{p_2}^2 + p_2^2 Sp_{p_3}^2 + Sp_{p_2}^2 Sp_{p_3}^2}$$

$$Sp_{2p3} = \sqrt{(0,740)^2 (0,115)^2 + (0,358)^2 (0,062)^2 + (0,115)^2 (0,062)^2}$$

$$Sp_{2p3} = \sqrt{(0,5476 \cdot 0,013225) + (0,128164 \cdot 0,003844) + (0,013225 \cdot 0,003844)}$$

$$Sp_{2p3} = \sqrt{0,00724201 + 0,000492662416 + 0,0000508369}$$

$$Sp_{2p3} = \sqrt{0,007785509316} = 0,088$$

Based on the results of Sp_{2p3} , we can calculate the statistical t value of the mediation effect with the following formula:

$$t = \frac{p_{2p3}}{Sp_{2p3}} = \frac{0,26492}{0,088} = 3,010$$

Based on the calculation results using the Sobel test above, the obtained t-value is 3.010, which is greater than the critical t-value at a significance level of 0.05, which is 1.9833. Because the calculated t-value is greater than the critical t-value ($3.010 > 1.9833$), it can be concluded that the mediation coefficient of 0.26492 is significant, indicating that there is a mediating effect.

10) Interpersonal Communication influences Organizational Commitment through Job Satisfaction.

To find out whether the satisfaction variable is able to mediate the interpersonal communication variable on organizational commitment, the steps are as follows.

- The direct influence of interpersonal communication on organizational commitment
 $= P_{X_4 \times X_2} (p_1)$
 $= 0,387$
- Indirect influence of interpersonal communication on organizational commitment
 $= P_{X_3 \times X_2} (p_2) \times P_{X_4 \times X_3} (p_3)$
 $= 0,434 \times 0,740$
 $= 0,32116$
- Total influence (interpersonal communication on organizational commitment)
 $= p_1 + (p_2 \times p_3)$
 $= 0,387 + (0,32116)$
 $= 0,70816$

The results of the path analysis show that interpersonal communication can have a direct effect on organizational commitment and can also have an indirect effect, namely from interpersonal communication to work satisfaction (as an intervening variable) and then to organizational commitment. To determine whether the mediation effect shown by

the multiplication coefficient (p2 x p3) of 0.32116 is significant or not, it is tested using the Sobel test as follows:

Calculate the standard error of the indirect effect coefficient (Sp2p3)

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,740)^2(0,130)^2 + (0,434)^2(0,062)^2 + (0,130)^2(0,062)^2}$$

$$Sp2p3 = \sqrt{(0,5476.0,0169) + (0,188356.0,003844) + (0,0169.0,003844)}$$

$$Sp2p3 = \sqrt{0,00925444 + 0,000724040464 + 0,0000649636}$$

$$Sp2p3 = \sqrt{0,010043444064} = 0,100$$

Based on the results of Sp2p3, we can calculate the statistical t value of the mediation effect with the following formula:

$$t = \frac{p2p3}{Sp2p3} = \frac{0,32116}{0,100} = 3,212$$

Based on the results of calculations using the Sobel test above, it is determined that the t-count value is 3.212, which exceeds the critical t-table value at a significance level of 0.05, specifically 1.9833. Because the t-count value is greater than the t-table value (3.212 > 1.9833), it can be concluded that the mediation coefficient of 0.32116 is significant. This signifies the presence of a mediation effect.

CONCLUSION

Based on the hypothesis testing previously explained, several conclusions can be drawn in this research, including:

- a. Transformational leadership style has a positive and significant impact on the job satisfaction of lecturers. This indicates that the better the implementation of the transformational leadership style by the leadership at the Islamic Higher Education Institutions in the Province of Jambi, the more it will enhance the job satisfaction of the lecturers. Conversely, the poorer the implementation of the transformational leadership style by the leadership at the Islamic Higher Education Institutions in the Province of Jambi, the more it will result in a decrease in the level of job satisfaction among lecturers. With these results, it is fitting for the Islamic Higher Education Institutions in the Province of Jambi to be able to implement the transformational leadership style in their leadership by instilling idealistic influence, providing inspiration, offering intellectual support, and considering the individual potential of their subordinates as efforts to improve the job satisfaction of lecturers.
- b. Interpersonal communication has a positive and significant impact on the job satisfaction of lecturers. This indicates that the more effective interpersonal communication is within an organization, the more it will be followed by an increase in lecturer job satisfaction. Conversely, the poorer the interpersonal communication within an organization, the more it will result in a lower level of job satisfaction among lecturers. With these results, it is appropriate for the Islamic Higher Education Institutions in the Province of Jambi to create a positive communication environment on campus, always being open in communication, demonstrating empathy, providing support, maintaining a positive attitude, and being able to accept other communication members as equals. All of these efforts are made to enhance lecturer job satisfaction.
- c. Transformational leadership style and interpersonal communication simultaneously have an impact on lecturer job satisfaction. This result indicates that if the Islamic Higher Education Institutions in the Province of Jambi can implement the transformational leadership style effectively and create effective interpersonal communication, they will be able to collectively enhance lecturer job satisfaction. Based on these results, it is fitting for the Islamic Higher Education Institutions in the Province of Jambi to implement the

- transformational leadership style effectively, accompanied by the creation of effective interpersonal communication, as an effort to improve lecturer job satisfaction.
- d. Transformational leadership has a positive and significant impact on the organizational commitment of lecturers. This indicates that if transformational leadership is effectively implemented by the leadership at the Islamic Higher Education Institutions in the Province of Jambi, it will be able to enhance the commitment of lecturers to the organization. Conversely, the poorer the implementation of transformational leadership by the leadership at the Islamic Higher Education Institutions in the Province of Jambi, the more it will result in a lower level of organizational commitment among lecturers. With these results, it is fitting for the Islamic Higher Education Institutions in the Province of Jambi to effectively implement transformational leadership in their leadership by instilling idealistic influence, providing inspiration, offering intellectual support, and considering the individual potential of their subordinates as efforts to improve lecturer commitment to the organization.
 - e. Interpersonal communication has a positive and significant impact on the organizational commitment of lecturers. This indicates that the more effective interpersonal communication is within an organization, the more it will be followed by an increase in lecturer commitment to the organization. Conversely, the poorer the interpersonal communication within an organization, the more it will result in a lower commitment of lecturers to the organization. With these results, it is appropriate for the Islamic Higher Education Institutions in the Province of Jambi to create a positive communication environment on campus, always being open in communication, demonstrating empathy, providing support, maintaining a positive attitude, and being able to accept other communication members as equals. All of these efforts are made to improve lecturer commitment to the organization.
 - f. Transformational leadership style and interpersonal communication simultaneously have an impact on the organizational commitment of lecturers. This result indicates that if the Islamic Higher Education Institutions in the Province of Jambi can implement the transformational leadership style effectively and create effective interpersonal communication, they will collectively enhance the commitment of lecturers to the organization. Based on these results, it is fitting for the Islamic Higher Education Institutions in the Province of Jambi to implement the transformational leadership style effectively, accompanied by the creation of effective interpersonal communication, as an effort to improve lecturer commitment to the organization
 - g. Job satisfaction has a positive and significant impact on the organizational commitment of lecturers. This indicates that the higher the level of job satisfaction among lecturers, the more it will be followed by an increase in their commitment to the organization. Conversely, the lower the level of job satisfaction among lecturers, the more it will result in a lower commitment of lecturers to the organization. With these results, it is appropriate for the Islamic Higher Education Institutions in the Province of Jambi to pay attention to factors that can influence lecturer job satisfaction as an effort to improve lecturer commitment to the organization.
 - h. Transformational leadership style, interpersonal communication, and job satisfaction collectively have an impact on the organizational commitment of lecturers. In other words, the high or low level of organizational commitment among lecturers can be influenced by transformational leadership, interpersonal communication, and job satisfaction. This also implies that if transformational leadership, interpersonal communication, and job satisfaction can be effectively implemented, it will be able to enhance the commitment of lecturers to the organization. Based on these results, it is only fitting for the Islamic Higher Education Institutions in the Province of Jambi to implement transformational leadership,

- interpersonal communication, and job satisfaction effectively as an effort to improve lecturer organizational commitment.
- i. Transformational leadership through job satisfaction has a positive and significant impact on the organizational commitment of lecturers at the Islamic Higher Education Institutions in the Province of Jambi. The indirect influence of transformational leadership through job satisfaction on organizational commitment has a greater impact than the direct influence. This means that job satisfaction can play a mediating role between transformational leadership and organizational commitment. This result implies that if transformational leadership is well implemented in an organization, it will contribute to the satisfaction of lecturers in their work. The satisfaction experienced by lecturers will manifest in an increasingly continuous commitment to work for the organization.
 - j. Interpersonal communication through job satisfaction has a positive and significant impact on the organizational commitment of lecturers at the Islamic Higher Education Institutions in the Province of Jambi. The indirect influence of interpersonal communication through job satisfaction on organizational commitment has a greater impact than the direct influence. This means that job satisfaction can play a mediating role between interpersonal communication and organizational commitment. This result implies that if interpersonal communication within an organization is effective, it will contribute to the satisfaction of lecturers in their work. The satisfaction experienced by lecturers will be manifested in an increasingly continuous commitment to work for the organization

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