

The Influence Of Transformational Leadership, Job Satisfaction, And Work Motivation On Organizational Commitment (Study On Bendega Restaurant Employees)

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ABSTRACT

The culinary industry is currently growing rapidly in Indonesia, especially in restaurants that are easily found with a variety of dishes. One of them is Bendega Restaurant, which emerged along with the growth of the culinary business in the city of Denpasar. The existence of Bendega Restaurant stalls continues to survive amid the onslaught of the emergence of many restaurants. This study aims to determine whether work motivation can affect organizational commitment at Bendega Restaurant. The sample in this study was 54 respondents obtained based on the total employees of Bendega restaurant as many as 54 employees. Data was collected through interviews and surveys. The collected data were analyzed by classical assumption test, multiple linear regression analysis, coefficient of determination, simultaneous test, and partial test. The results of this study indicate that transformational leadership has a positive and significant effect on organizational commitment in Bendega Restaurant employees, job satisfaction has a positive and significant effect on organizational commitment in Bendega Restaurant employees, and work motivation has a positive and insignificant effect on organizational commitment in Bendega Restaurant employees. The implications of this research are divided into two, namely theoretical and practical. The theoretical implications of this study support the theory of organizational commitment. Practical implications support that transformational leadership can increase employee organizational commitment.

Keywords: Transformational Leadership, Job Satisfaction, Work Motivation, Organizational Commitment

Introduction

The culinary industry is currently growing rapidly in Indonesia, especially in restaurants that are easily found with various dishes (Muhammad, 2023). New entrepreneurs continue to emerge triggered by the development of the business world, especially in the culinary field (Ageng, 2020). The development of the culinary industry requires quality human resources (Ajiardani, 2022). Human resources are an important part of an organization because success or not in achieving organizational goals is determined by how much organizational commitment employees have to the organization (Suadnyani, 2018). Human resources (HR) are one of the crucial factors for companies amid existing business competition (Rahyuda, 2019). Employees who show feelings of pleasure and pride in their work, desire to

continue working, and have a committed attitude towards the organization will be seen as having good organizational commitment to the organization (Yuwono et al., 2020).

Organizational commitment is the nature of the relationship between employees and work organizations, employees have confidence in the values and goals of the work organization, a willingness to use their efforts seriously for the benefit of the work organization, and a strong desire to remain a member of the organization (Tumangken, 2020). Employee commitment to the company will grow along with management's attention to employee work (Idris, 2023). Organizational commitment is one of the main activities and one of the main goals in the company's efforts to maintain existence (Utarayana, 2020). Employees who have good organizational commitment will help the company achieve its goals and the company will retain its employees (Perkasa, 2022). If employees have an organizational commitment to their organization, employees will be actively involved in the organization and active in achieving organizational goals (Widyanti, 2021).

The basis of social exchange theory in the research of (Kustiawan, 2022) is explained through economic terms about gains and losses which state that the price obtained from a relationship will provide a positive relationship if the rewards provided are greater than the cost, if the cost is greater than the rewards then the relationship becomes negative. Social exchange theory, which is a positive or negative exchange between individuals and organizations (leaders and organizations), affects employee behavior and feelings of commitment to achieving goals (Subrata, 2023). Employees return the favor to the organization when they employee is treated fairly included in the decision-making process and get support from the leadership (Lee et al., 2020). Social exchange theory implies that employees who are treated well by the company make employees committed to giving back with positive behavior through employee performance (Basalama, 2019), and as a result, this study discusses employee organizational commitment with social exchange theory as its basis.

An organization must have a leader to lead the course of the organization properly and accurately (Prakasa, 2022). One type of leadership that can be applied by a leader is transformational leadership. Transformational leadership has the advantage that this leadership style will increase employee organizational commitment and the level of employee care for their superiors will increase, causing subordinate work motivation to increase more than expected (Suadnyani, 2018). Transformational leadership is needed in a company because, with this leadership style, the leader can make innovations and coordinate company functions properly and correctly (Brahmannanda, 2018). Leaders who use transformational leadership styles emphasize important values to their subordinates to achieve organizational interests. So that employees in particular can forget about personal interests and do their best to achieve common goals (Basirun, 2022) Transformational leadership is able to strengthen the relationship between leaders and subordinates, leaders will always listen to input from subordinates so that effective leadership will be created (Priyatmo, 2018). (Andi, 2023) state that transformational leadership has a positive and significant effect on transformational commitment.

Companies must have quality human resources, it is very important for companies to ensure and pay attention to employee job satisfaction (Jullian, 2023). Job satisfaction describes

how satisfied someone is with their job (Pramono, 2023). Job satisfaction plays an important role in organizational success, job satisfaction has a part in increasing employee commitment to the company. Companies with high commitment to the organization can be seen from the level of employee satisfaction (Widyatmika, 2020). Job satisfaction from employees is one of the successes of someone who leads an organization (Az-zahroh, 2023). Job satisfaction is defined as a positive attitude for workers including feelings and behavior in their job responsibilities through job assessment as a sense of appreciation for achieving important values at work (Saputra, 2021). (Gani, 2023) state that job satisfaction has a positive and significant effect on organizational commitment.

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This research was conducted at Bendega Restaurant located on Jalan Kapten Cok Agung Tresna No 37, Denpasar, Bali. This research focuses on Bendega Restaurant employees because of the phenomenon related to low organizational commitment, interviews were conducted with six Bendega Restaurant employees randomly. The results of interviews with six Bendega Restaurant employees have problems regarding low organizational commitment, obtained the results of statements regarding transformational leadership from the interview results, namely employees feel that leaders are reluctant to develop their employees' expertise which has an impact on the lack of employee involvement in channeling ideas that can be considered by the leadership when making decisions. Another statement regarding job satisfaction is that Bendega Restaurant employees feel a lack of enthusiasm for doing their work and a lack of opportunities for employees to develop in improve their careers at work. Another statement regarding work motivation is that the lack of awards to employees is the cause of the decline in employee motivation in carrying out their duties.

Lack of attention from the leadership leads to a lack of organizational commitment of employees to Bendega Restaurant. Transformational leadership, job satisfaction, and work motivation are the basis for employees to commit to the company in the future. Leaders must improve transformational leadership, and employee job satisfaction and must be able to motivate employees in order to increase employee organizational commitment in the future. This research is motivated by the inconsistency of results in previous studies, namely regarding transformational leadership, job satisfaction, and work motivation on Organizational Commitment. Research conducted by (Widyanti, 2021) found that transformational leadership has a positive and significant effect on organizational

commitment, while research conducted by (Munansa, 2021) states that transformational leadership has no effect on organizational commitment.

Other research on job satisfaction conducted by (Suputra, 2018) shows that job satisfaction has a positive and significant effect on organizational commitment, while research conducted by (Ramadhan, 2020) states that job satisfaction has an insignificant effect on organizational commitment. Another research on work motivation conducted by (M. M. , S. L. , & N. M. Putri, 2023) states that work motivation has a positive and significant effect on employee organizational commitment, while research by (Apridar, 2018) states that work motivation has no effect on organizational commitment. This research is a follow-up to previous research on the relationship between transformational leadership, job satisfaction, and work motivation to organizational commitment applied to Bendega Restaurant, as well as initial interviews with Bendega Restaurant employees and taking quantitative measurements of this. Researchers conducted research with the title "The Effect of Transformational Leadership, Job Satisfaction, and Work Motivation on Organizational Commitment at Bendega Restaurant". This study aims to determine whether work motivation can affect organizational commitment at Bendega Restaurant.

Research Method

This research is associative in nature and aims to reveal the relationship between two or more variables through hypothesis testing, namely the influence of transformational leadership on organizational commitment, the influence of job satisfaction on organizational commitment, and the influence of work motivation on organizational commitment.

The research location is Bendega Restaurant which is located at Jalan Cok Agung Tresna No. 37, East Denpasar District, Denpasar City, Bali Province. The reason for choosing the restaurant as a research site is because there is a low indication of employee organizational commitment. The research objects are transformational leadership, job satisfaction, and work motivation. These three research objects were determined based on the background of the problem and the theoretical study previously described.

Population is a generalization area consisting of objects and subjects that have certain qualities and characteristics set by researchers to study and conclude (Sugiyono, 2017: 80). The population in this study were all active employees at Bendega Restaurant, totaling 54 employees.

The sample is part of the number and characteristics of the population (Sugiyono, 2017: 81). In this study uses a saturated sampling technique, which is a determination technique when all members of the population are used as samples. Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2017: 85). So the sample in this study was all employees of Bendega Restaurant, totaling 54 employees. A research instrument is a tool used in research to measure observed natural or social phenomena (Rahyuda, 2019b). The research instrument is a questionnaire consisting of a number of questions regarding the independent variables, namely Transformational Leadership, Job Satisfaction, and Work Motivation; the dependent variable is Organizational Commitment.

This study uses a questionnaire as a data collection tool, so it is necessary to test the validity and reliability so that the questionnaire is suitable for use. The questionnaire used in this study is in the form of closed questions or statements. Primary data collected from the questionnaire is compiled and processed based on indicators in variables using a Likert Scale.

Result and Discussion

Validity Test Results

A research instrument is said to be valid if the instrument is able to show the extent to which the measuring instrument can measure what it wants to measure. Validity testing in this study was carried out by calculating the correlation by looking at the corrected item-total correlation at the output of SPSS version 24. The instrument is said to be valid if the correlation value is ≥ 0.30 (Sugiyono, 2017).

Table 1
Validity Test Results

Variable	Indicator	Correlation	Description
Organizational Commitment (Y)	Y.1	0,574	Valid
	Y.2	0,513	Valid
	Y.3	0,279	Tidak Valid
	Y.4	0,509	Valid
	Y.5	0,438	Valid
	Y.6	0,225	Tidak Valid
Transformational Leadership (X1)	X1.1	0,818	Valid
	X1.2	0,759	Valid
	X1.3	0,460	Valid
	X1.4	0,609	Valid
	X1.5	0,407	Valid
	X1.6	0,301	Valid
	X1.7	0,481	Valid
	X1.8	0,521	Valid
	X1.9	0,231	Tidak Valid
Job Satisfaction (X2)	X2.1	0,700	Valid
	X2.2	0,601	Valid
	X2.3	0,567	Valid
	X2.4	0,621	Valid
	X2.5	0,411	Valid
	X2.6	0,482	Valid
Work Motivation (X3)	X3.1	0,580	Valid
	X3.2	0,484	Valid
	X3.3	0,477	Valid
	X3.4	0,368	Valid
	X3.5	0,311	Valid
	X3.6	0,277	Tidak Valid
	X3.7	0,188	Tidak Valid
	X3.8	0,443	Valid

Variable	Indicator	Correlation	Description
	X3.9	0,267	Tidak Valid

Source: Appendix 5, primary data, processed 2024

Based on Table 1, the organizational commitment (Y) variable instruments, namely Y1.3 and Y1.6, have a correlation value smaller than 0.30; the transformational leadership (X1) variable instrument, namely X1.9, has a correlation value below 0.30; and the work motivation (X3) variable instruments, namely Y3.6; Y3.7; and Y3.9, have a correlation value below 0.30, so these instruments are removed or not used.

Table 2
Validity Test Results

Variable	Indicator	Correlation	Description
Organizational Commitment (Y)	Y.1	0,574	Valid
	Y.2	0,513	Valid
	Y.4	0,509	Valid
	Y.5	0,438	Valid
Transformational Leadership (X1)	X1.1	0,818	Valid
	X1.2	0,759	Valid
	X1.3	0,460	Valid
	X1.4	0,609	Valid
	X1.5	0,407	Valid
	X1.6	0,301	Valid
	X1.7	0,481	Valid
	X1.8	0,521	Valid
Job Satisfaction (X2)	X2.1	0,700	Valid
	X2.2	0,601	Valid
	X2.3	0,567	Valid
	X2.4	0,621	Valid
	X2.5	0,411	Valid
	X2.6	0,482	Valid
Work Motivation (X3)	X3.1	0,580	Valid
	X3.2	0,484	Valid
	X3.3	0,477	Valid
	X3.4	0,368	Valid
	X3.5	0,311	Valid
	X3.8	0,443	Valid

Source: Primary data, processed 2024

Based on Table 2 Validity Test Results the instruments that have a value greater than 0.30; so that the instrument is retained, declared valid, and suitable for use as a measuring instrument for these variables.

Reliability Test Results

Reliability shows the consistency of a measuring device in measuring research instruments. In other words, reliability shows how far a measuring device can be trusted or relied upon (Rahyuda, 2019). Variables are said to be reliable if they have a Cronbach's Alpha value > 0.60.

Table 3
Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Commitment (Y)	0,645	Reliable
Transformational Leadership (X1)	0,802	Reliable
Job Satisfaction (X2)	0,802	Reliable
Work Motivation (X3)	0,660	Reliable

Source: Appendix 5, primary data, processed 2024

Based on Table 3 above, all variables in this study have a Cronbach's Alpha value greater than 0.60; then the instrument in this study is said to be reliable.

Description of Research Variables

The description of respondents' responses regarding the variables in the study was carried out by classifying the average score of respondents' answers on a measurement scale that had been set at five categories. The category is formulated into an interval range obtained from the highest limit value minus the lowest limit value and then divided by the total value used $(5-1):5 = 0.80$.

Organizational Commitment

Organizational commitment in this study is the perception of a situation where employees side with a particular organization or company as well as the company's goals and the desire to maintain membership in the company. The organizational commitment variable (Y) in this study was measured using 4 questions that were responded to using a 5-point Likert scale.

Table 4
Description of Respondents' Answers to Organizational Commitment

Instrument	Proportion of Respondents' Answers					Total	Average	Criteria
	1	2	3	4	5			
Y.1	0	0	0	52	2	218	4,04	High
Y.2	0	0	2	46	6	220	4,07	High
Y.4	0	0	1	45	8	223	4,13	High
Y.5	0	0	0	41	13	229	4,24	Very High
Average Total Organizational Commitment							4,12	Tinggi

Source: Appendix 6, primary data, processed 2024

Based on Table 4, it is known that respondents' perceptions of organizational commitment have the lowest and highest averages, as follows.

- 1) The indicator of organizational commitment variables that has the lowest average is the statement "I have strong trust in the company", with a score of 4.04 which is classified as high. The majority of respondents have a strong level of trust in the company.
- 2) The indicator of the organizational commitment variable that has the highest average is the statement "I am willing to work optimally in the company to achieve good results", with a score of 4.24 which is classified as very high. The majority of respondents show their willingness to work optimally to achieve good results.

Transformational Leadership

Transformational leadership in this study is the employee's perception of leaders or superiors who have a forward-looking vision and are able to identify environmental changes and are able to transform these changes into the organization, spearhead change, and motivate and inspire individuals in the organization to be creative and innovative, bring renewal in management performance, dare and take responsibility for leading and controlling the organization. The transformational leadership variable (X1) in this study was measured using eight questions that were responded to using a 5-point Likert scale.

Table 5
Description of Respondents' Answers to Transformational Leadership

Instrument	Proportion of Respondents' Answers					Total	Average	Criteria
	1	2	3	4	5			
X1.1	0	0	0	49	5	221	4,09	High
X1.2	0	0	0	48	6	222	4,11	High
X1.3	0	0	4	36	14	226	4,19	High
X1.4	0	0	1	43	10	225	4,17	High
X1.5	0	0	0	39	15	231	4,28	Very High
X1.6	0	0	0	34	20	236	4,37	Very High
X1.7	0	0	1	34	19	234	4,33	Very High
X1.8	0	0	0	42	12	228	4,22	Very High
Average Total Transformational Leadership							4,22	Sangat Tinggi

Source: Appendix 6, primary data, processed 2024

Based on Table 5, it is known that respondents' perceptions of transformational leadership have the lowest and highest averages as follows.

- 1) The transformational leadership variable indicator that has the lowest average is the statement "My leader is able to instill pride in increasing trust in me", with a score of 4.09 which is classified as high. The majority of respondents feel their leaders are able to instill pride to increase their self-confidence.
- 2) The transformational leadership variable indicator that has the highest average is the statement "My leader helps me to think rationally in analyzing something to solve a

problem”, with a score of 4.37 which is classified as very high. The majority of respondents felt that their leaders were willing to help in analyzing something to solve the problem.

Job Satisfaction

Job satisfaction in this study is the employee's perception of the pleasant feelings felt by the employee towards his job and is also related to salary, career opportunities, coworkers, fair and not harmful work appraisals, and good treatment from the leadership towards employees. The job satisfaction variable (X2) in this study was measured using 6 questions that were responded to using a 5-point Likert scale.

Table 6
Description of Respondents' Answers to Job Satisfaction
Proportion of Respondents' Answers

Instrument	Proportion of Respondents' Answers					Total	Average	Criteria
	1	2	3	4	5			
X2.1	0	0	0	40	14	230	4,26	Very High
X2.2	0	0	0	38	16	232	4,30	Very High
X2.3	0	0	0	29	25	241	4,46	Very High
X2.4	0	0	0	31	23	239	4,43	Very High
X2.5	0	0	0	28	26	242	4,48	Very High
X2.6	0	0	0	30	24	240	4,44	Very High
Average Total Job Satisfaction							4,40	Very High

Source: Appendix 6, primary data, processed 2024

Based on Table 6, it is known that respondents' perceptions of job satisfaction have the lowest and highest averages, as follows.

- 1) The indicator of job satisfaction variables that has the lowest average is the statement “The wages I receive are in accordance with my work”, with a score of 4.26 which is classified as very high. The majority of respondents feel that the wages they receive are in accordance with the work given.
- 2) The indicator of job satisfaction variables that has the highest average is the statement “I am willing to be given orders and instructions in carrying out work”, with a score of 4.48 which is classified as very high. The majority of respondents showed their willingness to accept orders and instructions at work.

Work Motivation

Work motivation in this study is the respondent's perception of taking action internally that will help them complete the tasks given by the company according to the company's target. The work motivation variable (X3) in this study was measured using 6 questions that were responded to using a 5-point Likert scale.

Table 7
Description of Respondents' Answers to Work Motivation
Proportion of Respondents' Answers

Instrument	Proportion of Respondents' Answers					Total	Average	Criteria
	1	2	3	4	5			

X3.1	0	0	0	50	4	220	4,07	High
X3.2	0	0	0	48	6	222	4,11	High
X3.3	0	0	0	40	14	230	4,26	Very High
X3.4	0	0	2	37	15	229	4,24	Very High
X3.5	0	0	1	37	16	231	4,28	Very High
X3.8	0	0	1	35	18	233	4,31	Very High
Average Total Work Motivation							4,21	Very High

Source: Appendix 6, primary data, processed 2024

Based on Table 8, it is known that respondents' perceptions regarding work motivation have the lowest and highest averages as follows.

- 1) The indicator of work motivation variables that has the lowest average is the statement "I am satisfied with the salary I receive", with a score of 4.07 which is classified as high. The majority of respondents are satisfied with the wages they receive.
- 2) The indicator of work motivation variables that has the highest average is the statement "The work I do is well recognized and rewarded by superiors", with a score of 4.31 which is classified as very high. The majority of respondents feel that their work is well recognized and rewarded by superiors.

Normality Test Results

The normality test aims to test whether the residuals of the regression model are normally distributed or not (Utama, 2016: 102). In this study, the normality test can be done with the Kolmogorov-Smirnov Test, with the criteria that if the significance value is greater than ($\alpha = 0.05$) then it is said to be free from symptoms of normality.

Table 8
Stage 1 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	Description
N	54	
Test Statistic	0.166	No Normally Distributed
Asymp. Sig. (2-tailed)	0.001 ^c	

Source: Appendix 7, primary data, processed 2024

Based on Table 8, it is known that the significance value in the Kolmogorov-Smirnov Test is 0.001 < 0.05; so the model in this study has a tendency not to be normally distributed. Furthermore, the normality test was carried out again with the Kolmogorov-Smirnov Test using the Monte Carlo approach.

The Monte Carlo approach is a method of testing data normality using systematic development that utilizes random numbers. The purpose of the Monte Carlo approach is to see the distribution of data that has been tested from samples that are random or the value is considered too extreme (Kinanti, 2022).

Table 9
Stage 2 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual	Description
N	54	
Test Statistic	0.166	Normally Distributed
Monte Carlo Sig. (2-tailed)	0.148 ^c	

Source: Appendix 7, primary data, processed 2024

From Table 9 it can be seen that the significant value using the Monte Carlo Sig. (2-tailed) is worth $0.148 > 0.05$ which can be said that the residual value is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. This test is done by looking at the tolerance value and the variance inflation factor (VIF) value. If the tolerance value is more than 0.10 and the VIF value is less than 10.00, it is said that there is no multicollinearity in the independent variables (Utama, 2016: 111).

Table 10
Multicollinearity Test Results

Variable	Tolerance	VIF	Description
X1	0,727	1,375	Multicollinearity Free
X2	0,880	1,136	Multicollinearity Free
X3	0,704	1,420	Multicollinearity Free

Source: Appendix 7, primary data, processed 2024

Based on Table 10 in this study, it is known that the value of each tolerance and variance inflation factor (VIF) is as follows.

- 1) The Transformational Leadership variable (X1) with a tolerance value of $0.727 > 0.10$; and a variance inflation factor (VIF) value of $1.375 < 10.00$ indicates that the variable is free from multicollinearity symptoms;
- 2) The Job Satisfaction variable (X2) with a tolerance value of $0.880 > 0.10$; and a variance inflation factor (VIF) value of $1.136 < 10.00$ indicates that the variable is free from multicollinearity symptoms; and
- 3) The Work Motivation variable (X3) with a tolerance value of $0.704 > 0.10$; and a variance inflation factor (VIF) value of $1.420 < 10.00$ indicates that the variable is free from multicollinearity symptoms.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another (Ghozali, 2016: 139). The Heteroscedasticity Test can be done by doing the White Test. According to Ghozali (2016: 144), the White Test can be done by regressing the squared residual value with the independent variable, the squared independent variable, and the multiplication of the

independent variable. The decision-making criterion is to look at the c_2 value; if the c_2 count $<$ c_2 table then there is no heteroscedasticity. Where the value of the c_2 count is obtained from the product of the number of samples (k) and R square; while the c_2 table is obtained through the chi-square table ($df = k - 1$).

Table 11
Heteroscedasticity Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,523 ^a	0,273	0,180	1,27880

Source: Appendix 7, primary data, processed 2024

Based on Table 11 heteroscedasticity test, it is known that the R square value is 0.273; then the value of c_2 count = $54 \times 0.273 = 14.742$. Meanwhile, the c_2 table value ($df = 54 - 1 = 53$) is 70.993453. So, based on the description above, c_2 count $<$ c_2 table ($14.742 < 70.993453$), it can be concluded that this research model is free from heteroscedasticity symptoms.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to determine the effect between the independent variables including Transformational Leadership, Job Satisfaction, and Work Motivation on the dependent variable, namely Organizational Commitment in Bendega Restaurant Employees. The data from this study were then processed using SPSS software version 24. The regression results can be seen in Table 12 below.

Table 12
Multiple Linear Regression Analysis Test Results Coefficients

	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	4,563	2,532		1,802	0,078
	X1	0,157	0,061	0,356	2,592	0,012
	X2	0,135	0,061	0,278	2,224	0,031
	X3	0,120	0,083	0,204	1,456	0,152

a. Variabel Dependen: Y

Source: Appendix 8 (Data processed, 2024)

Based on Table 12 above, the regression equation can be stated as follows.

$$Y = 4,563 + 0,157 X_1 + 0,135 X_2 + 0,120 X_3 + e$$

The interpretation of the regression equation above is as follows.

- 1) The constant value of 4.563 indicates that if Transformational Leadership, Job Satisfaction, and Work Motivation are equal to zero, then Organizational Commitment is 4.563.
- 2) The regression coefficient value of X_1 which is the Transformational Leadership variable of 0.157 has a positive direction of influence on Organizational Commitment in Bendega

Restaurant, which means that if Transformational Leadership increases, Organizational Commitment will increase.

- 3) The regression coefficient value of X2 which is the Job Satisfaction variable of 0.135 has a positive direction of influence on Organizational Commitment in Bendega Restaurant, which means that if Job Satisfaction increases, Organizational Commitment will increase.
- 4) The regression coefficient value of X3 which is Work Motivation of 0.120 has a positive direction of influence on Organizational Commitment in Bendega Restaurant, which means that if Transformational Leadership Work Motivation increases, Organizational Commitment will increase.

Test Results of the Coefficient of Determination (R-Square)

The coefficient of determination (R-Square) shows the percentage of the dependent variable that can be explained by the independent variable. The value of the coefficient of determination is between zero and one. The value of the coefficient of determination close to 1 means that the independent variables provide almost all the information needed to predict the dependent variable. If it is closer to zero, the independent variables as a whole cannot explain the dependent variable (Ghozali, 2016).

Table 13

R-Square Value and Adjusted R-Square Value	
R-Square	Adjusted R-Square
0,312	0,270

Source: Appendix 9, primary data, processed 2024

The Adjusted R-square value is the R-square value that has been corrected according to the standard error value. The adjusted R-square value has a stronger picture than the R-square value in assessing the capability of the independent variable to explain the dependent variable. Based on Table 13 above, it is known that the Adjusted R-square value is 0.270; this explains that the Organizational Commitment (Y) variable can be explained by the Transformational Leadership (X1), Job Satisfaction (X2), and Work Motivation (X3) variables by 27 percent and the remaining 73 percent is explained by other variables outside the research model.

Simultaneous Test Results (F Test)

The simultaneous test often called the F test is used to see the feasibility of the writing model with the aim of seeing simultaneously the independent variable affects the dependent variable. The F test can be seen in the processed SPSS regression by comparing the significance level of the independent variable with $\alpha = 0.05$ (Ghozali, 2016: 94), besides that, it can be seen with the Ho criteria rejected if $F_{count} > F_{table} (\alpha = 0.05)$ and fail to reject Ho if $F_{count} \leq F_{table} (\alpha = 0.05)$. In looking at the F table, it is necessary to find the degree of freedom (dF) value, namely $dF1 = k - 1$ and $dF2 = n - k - 1$. Then you can calculate $dF1 = 4 - 1 = 3$ and $dF2 = 54 - 4 - 1 = 49$; then look at the F table value based on the dF value is 2.79.

Table 14

	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	16,674	3	5,558	7,550	0,000 ^b
	Residual	36,808	50	0,736		
	Total	53,481	53			

Source: Appendix 10, primary data, processed 2024

Based on Table 14, it can be seen that the calculated F value is $7.550 > 2.79$ and the significance is $0.00 < 0.05$. This indicates that the Transformational Leadership (X1), Job Satisfaction (X2), and Work Motivation (X3) variables together have a significant effect on the Organizational Commitment (Y) variable.

Partial Test Results (t-Test)

Partial Test often also called the t-test basically shows how far the influence of one independent variable or independent variable individually in explaining the dependent variable or dependent variable. Decision-making criteria by comparing the statistical value of t count with t table. H_0 is rejected if $t \text{ count} > t \text{ table}$ ($\alpha = 0.05$) and fails to reject H_0 if $t \text{ count} < t \text{ table}$ ($\alpha = 0.05$). In looking at the t table, it is necessary to find the dF value first through the equation $dF = N - 2$; where N is the number of samples. Then the resulting dF value is $dF = 54 - 2 = 52$; then seen in the t table with $dF = 52$ is 1.675.

Table 15
Partial Test Results (t Test)

<i>Variabel</i>	<i>Koefisien Beta</i>	<i>T hitung</i>	<i>Sig.</i>
Kepemimpinan Transformasional (X1)	0,157	2,592	0,012
Kepuasan Kerja (X2)	0,135	2,224	0,031
Motivasi Kerja (X3)	0,120	1,456	0,152

Source: Appendix 11, primary data, processed 2024

Based on Table 15, the partial test results (t-test) can be seen as follows.

- 1) The Transformational Leadership variable (X1) has a t-statistic of $2.592 > 1.675$ and a significance value of $0.012 < 0.05$. So, it can be concluded that the Transformational Leadership variable (X1) has a positive and significant effect on the Organizational Commitment variable (Y). Thus, the decision taken is to reject H_0 .
- 2) The Job Satisfaction variable (X2) has a t count of $2.224 > 1.675$ and a significance value of $0.031 < 0.05$. So, it can be concluded that the variable Job Satisfaction (X2) has a positive and significant effect on the Organizational Commitment (Y) variable. Thus, the decision taken is to reject H_0 .
- 3) The Work Motivation variable (X3) has a t count of $1.456 < 1.675$ and a significance value of $0.152 > 0.05$. So, it can be concluded that the Work Motivation variable (X3) has a positive and insignificant effect on the Organizational Commitment variable (Y). Thus, the decision taken is to fail to reject H_0 .

The Effect of Transformational Leadership on Organizational Commitment

The results showed that transformational leadership has a positive and significant effect on organizational commitment. This shows that the transformational leadership style can increase the organizational commitment of employees. This research is in line with research conducted by (Muhsinin, 2023), where transformational leadership has a positive and significant effect on organizational commitment. Furthermore, other research from (M. C. Putri, 2021) also states that transformational leadership has a positive and significant effect on organizational commitment.

Transformational leadership has a significant influence on organizational commitment. Leaders who are able to inspire and motivate employees with a clear and inspiring vision tend to create a strong emotional bond between employees and the company. Leaders help employees feel connected to the company's goals and values, and provide strong support in individual development and growth. Encouragement to grow professionally and personally creates a positive work atmosphere and strengthens the relationship between leaders and subordinates. As a result, employees feel more engaged and committed to the company, as they feel supported and valued by their leaders in achieving common goals.

The Effect of Job Satisfaction on Organizational Commitment

The results showed that job satisfaction has a positive and significant effect on organizational commitment. This can explain why when employees are satisfied with their work, it will increase organizational commitment in the company. This research is in line with research conducted by (Winarsih, 2021) which states that job satisfaction has a positive and significant effect on organizational commitment. Another research conducted by (Gani, 2023) also states that job satisfaction has a positive and significant effect on organizational commitment. Other research conducted by (Dewi, 2016) also states that job satisfaction can positively and significantly affect organizational commitment.

Job satisfaction reflects employees' positive feelings towards their jobs, and tends to have a positive correlation with organizational commitment, which is the level of loyalty and involvement employees have towards the organization they work for. When employees are satisfied with their jobs, they tend to be more emotionally attached to the organization. This can be due to a variety of factors, including performance rewards, organizational justice, supervisor support, and career development opportunities. Employees who are satisfied with their jobs are more likely to see the organization as a place that adds value to their lives, so they are more motivated to contribute positively and stay in the long term. Improving employee job satisfaction can be an effective strategy for strengthening organizational commitment and retaining valuable employees.

The Effect of Work Motivation on Organizational Commitment

The results showed that work motivation has a positive and insignificant effect on organizational commitment. This can explain why work motivation cannot always increase employee organizational commitment. This research is in line with research conducted by (Shanty, 2017) with the results of research that work motivation has a positive and

insignificant effect on organizational commitment. Furthermore, (Dewi, 2019) also stated that work motivation has a positive, but insignificant effect on organizational commitment.

Work motivation serves as an important predictor of organizational commitment to spend time and energy in the organization where employees work. Motivation is needed by employees to be able to build an attachment to their company. When employees are motivated, employees will be satisfied with the organization and will understand that the organization pays enough attention and considers employees an important factor. The high and low levels of organizational commitment in employees are inseparable from employee confidence in the positive treatment of management, namely the management approach to human resources as a valuable asset, not merely as a commodity that can be exploited at will by management. Providing work motivation can be difficult because what is considered important to someone is not necessarily important to others, so this is what causes work motivation to have a less significant impact on employee organizational commitment ((Shanty, 2017)

Conclusion

Based on the results of research and hypothesis testing, it is concluded that transformational leadership and job satisfaction have a positive and significant effect on organizational commitment, while work motivation has a positive but insignificant effect. Based on these conclusions, it is recommended that Bendega Restaurant pay attention to employee organizational commitment by increasing trust through welfare, involvement in decision-making, fair policies, and a positive corporate culture. In addition, it is important to pay attention to wages so that employees are more motivated and productive. Leaders are also expected to instill pride and offer development opportunities to increase employee confidence. Future research is expected to add variables related to organizational commitment and choose locations with more employees.

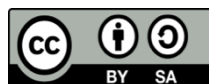
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