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## ORGANIZATIONAL COMMITMENT MEDIATES THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' WORK LIFE QUALITY AT RSUD RATU AJI PUTRI BOTUNG

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**Abstract:** This study aims to investigate the influence of transformational leadership on employees' work life quality at RSUD Ratu Aji Putri Botung, with organizational commitment (affective, continuance, and normative commitment) as a mediator. The study employs a quantitative approach with an explanatory research method. The sample consists of 220 non-permanent employees (THL) selected through purposive sampling technique. Data is collected through questionnaires measuring the aforementioned variables. The results reveal that transformational leadership significantly and positively affects affective, continuance, and normative commitment. Moreover, there is a significant and positive relationship between affective, continuance, and normative commitment and employees' work life quality. The mediation analysis demonstrates that affective, continuance, and normative commitment mediate the relationship between transformational leadership and work life quality. In the context of RSUD Ratu Aji Putri Botung, enhancing organizational commitment through transformational leadership can enhance employees' work life quality. Thus, it is recommended for the hospital leadership to prioritize the aspects of transformational leadership in their interactions with employees. Improving personal communication and direct guidance from leaders can enhance employees' affective commitment. Leaders should also serve as strong role models and mentors to strengthen employees' continuance and normative commitment. Overall, this research provides deeper insights into the factors influencing work life quality in a hospital environment, with important implications for organizational climate improvement and human resource development.

**Keywords:** transformational leadership, affective commitment, continuance commitment, work life quality.

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### INTRODUCTION

After going through the difficult times of the Covid-19 pandemic, employees of Ratu Aji Putri Botung Hospital as health sector service providers must prepare and face the adaptation of new normal. Hospitals as a means of health services have an important role to improve the degree of public health in Indonesia. Human resources in hospitals are dominated by health workers (Sani & Paskarini, 2022). The large number of health workers in hospitals must be followed by a decent quality of work life to create job satisfaction and improve performance. Organizations with a high quality of working life can enjoy productivity and get better profits (Sani & Paskarini, 2022).

The synergy among employees' interpersonal relationships can significantly impact the execution of their primary responsibilities and roles. While Ratu Aji Putri Botung Hospital has allocated tasks among its workforce, the emergence of specific cliques during the performance of their core functions has led to a breakdown in the overall harmony among employees.

The concept of quality of work life is a comprehensive term that includes work ethics and several aspects of working conditions, measures of working conditions, employee satisfaction, and efficiency in carrying out services. According to Sirgy et al. (Arianti et al., 2022), The quality of working life is not only about employees' opinions, attitudes and expectations about their work but also the interpretation of all employees' conditions and needs and their perception of the satisfaction they feel in the organization they work for. Quality of work life is related to employee performance as stated by (Daniel, 2019) that the quality of work life is positively and significantly related to employee performance which in turn affects organizational performance.

The leader must be able to understand the interests of employees because the leader has a role to improve the ability, commitment, skills, and understanding of values in the organization as well as teamwork to achieve work achievements in the organization. One leadership style is transformational

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leadership. Since leaders implement transformational leadership, employees will eventually develop their confidence, increase team spirit, and create a pleasant organizational climate (Akter et al., 2021). Leaders transform and motivate their employees by using charisma and intelligence (Suryani & Aji, 2020).

Hospitals as an organization must be effective and efficient in developing the quality of human resources continuously and ensuring their competence and potential can support the realization of organizational goals. Therefore, organizational commitment must be applied to all employees of Ratu Aji Putri Botung Hospital. According to Gunawan (Darmawan & Mardikaningsih, 2021), Organizational commitment is a mindset that indicates the level of an individual's awareness and emotional attachment to their organization.

Research conducted by (Kim et al., 2021) demonstrate that transformational leadership increases commitment to change and quality of working life. In addition, transformational leadership style affects employee performance which is stated by (Achmad & Fitriansyah, 2021) in the research they have done. The problem of organizational commitment is also experienced by Ratu Aji Putri Botung Hospital. Organizational commitment problems will usually appear in employee performance. One indicator of employee performance appraisal is work attendance. Many employees of Ratu Aji Putri Botung Hospital still commit employee discipline violations. Another problem that occurs in employees faced by Ratu Aji Putri Botung Hospital is employees who experience stress and fatigue or burn out during the preparation and assessment of hospital accreditation.

Employees sometimes don't feel part of the organization. So it is very important for leaders to instill organizational principles and values to their employees so that they can have the motivation to follow the principles and values in Ratu Aji Putri Botung Hospital. In addition, in terms of poor management can also affect the morale and motivation of employees at work to be unproductive, because there are still many superiors who do micromanagement which indicates a lack of freedom in the workplace and tends to pressure employees. Based on the description that has been presented and based on work experience at RSUD Ratu Aji Putri Botung, the author wants to know more about Organizational Commitment to Mediate the Influence of Transformational Leadership on the Quality of Work Life of Employees at RSUD Ratu Aji Putri Botung.

### **Transformational Leadership**

Burns defines transformational leadership as "a process in which leaders and followers raise to higher levels of morality and motivation". Empowered employees will face many challenges but within themselves will feel the ability to be trusted by the leader, creating conditions to practice independence, self-determination in terms of their work (Nguyen in Sarah, 2020).

### **Organizational Commitment**

Organizational commitment is defined as the desire of some employees to remain members of the organization (Colquitt in Wibowo, 2015). Luthans (2002) in Giarto (2018) revealed that organizational commitment is (1) a strong desire to remain a member of the organization; (2) the desire to strive in the interests of the organization; and (3) trust in and acceptance of the organization's values and goals.

### **Quality of Work Life**

A high quality of working life is essential for organizations to attract and retain employees (Bonrood, 2009; Kanten & Sadullah, 2012; in Rahman, 2017). This shows that the company can offer an appropriate work environment to employees and ultimately employees will have a high commitment and the organization can also reduce costs due to high pressure (SARI, 2019) in Rahman, 2017.

### **The Effect of Transformational Leadership on Commitment**

Basically, organizationally, employee commitment can be influenced by leadership behavior in the form of transformational leadership styles, such as the results of research by Widyatmika & Riana (2020) which found that transformational leadership has a positive and significant effect on organizational commitment. Research conducted by Nurdin & Rohendi (2016), which succeeded in proving that transformational leadership style significantly affects organizational commitment.

### **The Effect of Transformational Leadership on the Quality of Work Life**

The ideal influence and inspirational motivation of leaders have a positive influence on their followers and can change employee self-focus from negative to positive focus resulting in quality of work life, this is very important for organizations to attract and retain employees (Boonrod, 2009;

Kanten & Sadullah, 2012 in Rahman 2017). Good employee perceptions of the quality of their working lives contribute to their job satisfaction, productivity at work, organizational commitment and ultimately life satisfaction and well-being (Kim et al., 2021).

### **The Effect of Organizational Commitment on Quality of Work Life**

Daud in Qurbani & Solihin (2021) stated that organizational commitment is one of the factors that affect the quality of employee work life. According to Ramjad & Rafique in Aisyah and Wartini (2016) stated that organizational commitment has an influence on the quality of work life. However, the results of Irhamni & Rahardja's (2021) research show that independent variables and dependent variables are the opposite, namely the quality of work life has a positive and significant effect on organizational commitment.

### **Hypothesis**

Based on the formulation of the problem and the objectives of the research, facts, previous research and existing theories that have been described earlier, the hypotheses in this study are:

H1 = Transformational leadership has a positive and significant effect on the affective commitment of employees of Ratu Aji Putri Botung Hospital

H2 = Transformational leadership has a positive and significant effect on the ongoing commitment of employees of Ratu Aji Putri Botung Hospital

H3 = Transformational leadership has a positive and significant effect on the normative commitment of employees of Ratu Aji Putri Botung Hospital

H4 = Transformational leadership has a positive and significant effect on the quality of work life of employees of RSUD Ratu Aji Putri Botung

H5 = Affective commitment has a positive and significant effect on the quality of work life of employees of RSUD Ratu Aji Putri Botung

H6 = Continuous commitment has a positive and significant effect on the quality of work life of employees of Ratu Aji Putri Botung Hospital

H7 = Normative commitment has a positive and significant effect on the quality of work life of employees of RSUD Ratu Aji Putri Botung

H8 = Transformational leadership has a positive and significant effect on the quality of work life through affective commitment to employees of Ratu Aji Putri Botung Hospital

H9 = Transformational leadership has a positive and significant effect on the quality of work life through continuous commitment to the employees of Ratu Aji Putri Botung Hospital

H10 = Transformational leadership has a positive and significant effect on the quality of work life through normative commitment to employees of Ratu Aji Putri Botung Hospital

## **MATERIALS AND METHODS**

This research includes explanatory research because it explains the causal relationship between the facts of transformational leadership, organizational commitment (affective, sustainable, and normative commitment), and the quality of work life. The variables in this study consist of independent variables, namely transformational leadership variables (X), and dependent variables, namely affective commitment (Y1), sustainable commitment variables (Y2), normative commitment variables (Y3), and quality of work life variables (Y4). The approach in this study follows the steps of quantitative research work.

The location of this study was carried out at RSUD Ratu Aji Putri Botung and only analyzed the direct and indirect influence between transformational leadership on the quality of work life mediated by organizational commitment based on data taken from the period February 2023 to March 2023. The data needed in this study is data obtained from a questionnaire list which includes questions regarding transformational leadership, organizational commitment, and quality of work life of employees of Ratu Aji Putri Botung Hospital. The population in this study was 320 THL (freelance daily labor) employees of Ratu Aji Putri Botung Hospital. The sampling technique in this study used purposive sampling techniques. Based on the criteria for determining the sample (respondents), the number of samples selected from a population of 320 THL

employees is 220 employees with types of personnel including doctors, nurses, midwives, medical support, and admission (patient registration).

The data used in this study are obtained directly from the original source (not through intermediary sources) and the data is collected specifically to answer the research questions as desired. Data collected for ongoing research needs relate to indicators of transformational leadership, organizational commitment, and quality of work life that will be obtained from respondents who fill in the questionnaire directly. The research instrument used in this study is a structured questionnaire and uses a Likert scale to measure the variables used as research objects. Likert scales are used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. Likert scale is used to express the degree of agreement or disagreement of respondents regarding various behavioral questions, objects, people or events. The Likert scale used is a scale of 1-5 where 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree).

From the research / questionnaire instrument used must meet the validity test and reliability test, the validity test serves to show the level of validity of an instrument. Valid instruments have high validity. An instrument is said to be valid if it is able to measure what is desired, able to reveal data from the variables studied, to carve out the validity of the loading factor value exceeding 0.7 and the average variance extracted (AVE) value greater than 0.5. Reliability tests indicate the extent to which an instrument can provide consistent measurement results when measurements are repeated two or more times. The instrument reliability test criteria use composite reliability and Cronbach Alpha which if the value is greater than 0.7 then the question item is declared reliable.

Questionnaires, both in hardcopy and digital formats, were distributed to employees of Ratu Aji Putri Botung Hospital. Completed and returned questionnaires will be analyzed which qualifies for further analysis.

According to (Abdillah & Saepullah, 2018) Partial Least Square (PLS) analysis is a multivariate statistical technique that performs comparisons between multiple bound (X) variables and multiple independent (Y) variables. PLS is one of the variant-based SEM statistical methods designed to solve multiple regression when there are specific problems with the data, such as small research sample size, missing value, and multicollinearity. The purpose of PLS is to assist researchers for prediction purposes. There are two model evaluations in PLS, namely the measurement model (Outer Model), which is a model that measures 15 indicators with variables, and the structural model (Inner Model), which is a model that measures between one variable and another.

Descriptive analysis in this study is using index analysis techniques. Analysis of index numbers is carried out to determine the general perception of respondents regarding the variables studied. The measurement scale used in this study is the Likert Scale with a minimum score of 1 and a maximum score of 5, then the calculation of the respondent's answer index is carried out with the following formula:

$$\text{Index value} = ((\%F1x1) + \%F2x2) + (\%F3x4) + (\%F5x5) /$$

Information:

F1 = Frequency of respondents who answered 1

F2 = Frequency of respondents who answered 2

F3 = Frequency of respondents who answered 3

F4 = Number of times respondents answered 4

F5 = Number of times respondents answered 5

To determine the average number of each respondent for statement items, it can be done by adding the answer value divided by each number of items or items for each variable.

Meanwhile, to facilitate the assessment, an assessment category was created, where the *Organizational Commitment Mediates The Influence Of Transformational Leadership On Employees' Work Life Quality At Rsud Ratu Aji Putri Botung*

determination of the interval was obtained from the highest value minus the lowest value divided by the number of classes. So that the results are obtained as in the following table:

Table 1. Mean category of interval scores

INTERVAL	CATEGORY
1.00 to 1.79	Very low
1.80 to 2.59	Low
2.60 to 3.39	Keep
3.40 to 4.19	Tall
4.20 to 5.00	Very High

Source : Sugiono, 2013

### **Outer Model**

The outer model, often called the outer relation or measurement model, defines how each indicator block relates to its latent variables. Measurement models are used to test construct validity and instrument reliability.

#### **Convergent Validity**

Convergent validity is related to the principle that the gauges of a construct should be highly correlated, the test of convergent validity in PLS with reselective indicators is assessed based on the loading factor (correlation between item score/component score and construct score) indicators that measure the construct. The higher the loading factor value, the more important the loading role in interpreting the factor matrix. To assess convergent validity the loading factor value must be greater than 0.7 and the average variance extracted (AVE) value must be greater than 0.5.

#### **Discriminant Validity**

The validity of the discriminant relates to the principle that different construct gauges should not correlate highly. The discriminant validity test is assessed based on cross loading measurements with their constructs. Another method used to assess discriminant validity is to compare the AVE root for each construct with the correlation between the construct and other constructs in the model. The model has sufficient discriminant validity if the AVE root for each construct is greater than the correlation between other constructs in the model.

#### **Composite Reliability**

PLS also uses reliability tests to measure the internal consistency of measuring instruments. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements. Reliability tests in PLS can use two methods, namely Crobach's Alpha and composit reliability. Cronbachs's Alpha measures the limit of the reliability value of a construct while Composite Reliability measures the true value of the reliability of a construct. However, composit reliability is considered better in estimating the internal consistency of a construct. The rule of thumb alpha and Composite Reliability should be greater than 0.7 although a value of 0.6 is still acceptable (Hair et al., 2017). But actually the internal consistency test is not absolute to be done if the construct validity has been met because a valid construct is a reliable construct, on the contrary, a reliable construct is not necessarily valid.

### **Inner Model**

The structural model in PLS is evaluated using R2 for the dependent construct, the path coefficient value or the t-value of each path for the inter-construct significance test in the structural model.

#### **R-Square Coefficient Determination**

The R2 value is used to measure the rate of variation of the independent variable change against the dependent variable. The higher the R2 value means the better the predictive model of the proposed research model. For example, if the value of R2 is 0.7, it means that the variation in the

change in the dependent variable that can be explained by the independent variable is 70%, while the rest is explained by other variables outside the proposed model. However, R2 is not an absolute parameter in measuring the accuracy of prediction models because the theoretical basis of relationships is the most important parameter to explain these casual relationships.

### **Path Coefficients**

Path coefficient shows how much relationship or influence the latent construct has with the *bootstrapping procedure*. Hypothesis testing is taken by looking at the test results partially for each variable. To see whether or not there is an influence of exogenous variables on endogenous variables can be seen from the T-statistical values compared with T-table values. If the value of the T-statistic is smaller than the T-table then it is not significant. So that the value of *path coefficients* indicates the level of significance in hypothesis testing. The *path* or *inner model* coefficient score indicated by the T-statistic value should be above 1.96 for the two-tailed hypothesis and 1.64 for the one-tailed hypothesis for hypothesis testing at 5% alpha and 80% power (Hair *et al.*, 2017).

## **RESULTS AND DISCUSSION**

### **Respondents' Responses to Transformational Leadership**

The measurement of the Transformational Leadership variable is divided into 10 question items with a measurement scale of 1 to 5. From the results of the study, it can be seen that the average value of the transformational leadership variable indicator item is included in the interval  $3.41 < a \leq 4.20$  with the highest mean value on the leader indicator taking time for guidance to employees of 3.72 and the percentage of respondents who voted in agreement of 33.33%, namely respondents who agreed that the leader of Ratu Aji Putri Botung Hospital always gives time to guide employees in doing the tasks that must be Resolved. While overall, the transformational leadership variable was included in the good category, overall respondents' perceptions of transformational leadership variables at Ratu Aji Putri Botung Hospital showed an average score of 3.60 or included in the good category.

### **Affective Commitment**

From the results of the study, it can be seen that the average value of the indicator item variable affective commitment is included in the interval  $3.41 < a \leq 4.20$  with the highest mean value at the indicator level of 3.73 and the percentage of respondents who choose to agree the most is 38.38%, namely respondents feel happy to spend their careers or run jobs in hospitals. While overall for affective variables fall into the high category with an average of 3.6. This shows that according to most respondents feel happy to be able to spend their careers in carrying out their jobs and strive to achieve the desired results well and as desired. This shows that the employees of Ratu Aji Putri Botung Hospital have affective commitment in carrying out their work.

### **Sustainable Commitment**

The measurement of the variable of continuous commitment in employees is divided into 4 question items with a measurement scale of 1 to 5. From the results of the study, it can be seen that the average value of the continuous commitment variable indicator item in employees entered in the interval  $3.41 < a \leq 4.20$  with the highest average value on the employee indicator will not get another alternative workplace if the person concerned is discharged from the hospital at 3.73 and the percentage of respondents who choose the most agree is 39.39%. While overall for the continuous commitment variable is included in the high category with an average mean of 3.69. This shows that according to most respondents find it difficult and there is no other suitable alternative place for him to work. This also shows that employees of Ratu Aji Putri Botung Hospital feel bound and have a sustainable commitment or there are economic value considerations that are felt to stay at Ratu Aji Putri Botung Hospital rather than having to leave it.

### **Normative Commitment**

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The measurement of normative commitment variables is divided into 3 question items with a measurement scale of 1 to 5. From the results of the study, it can be seen that the average value of normative commitment variable indicator items is included in the interval  $3.41 < a \leq 4.20$  with the highest mean value on psychological indicators of 3.60 and the percentage of respondents feeling the most choose to agree is 29.29%, namely respondents feel psychologically guilty when leaving this hospital. While overall for normative commitment variables are included in the baim category with an average mean of 3.5. So this shows that employees of Ratu Aji Putri Botung Hospital have normative commitments or employees stay in the organization because of obligations and moral or ethical reasons.

### **Quality of working life**

From the results of the study, it can be seen that the average value of the variable indicator item of quality of work life is included in the interval  $3.41 < a \leq 4.20$  with the highest mean value on the satisfaction indicator of 3.78 and the percentage of respondents who most choose to agree with 32.32%, namely respondents feel themselves satisfied with the work which is their profession. While overall for the variable quality of work life is included in the high category with an average mean of 3.58. This shows that according to most of the staff of Ratu Aji Putri Botung Hospital, they are satisfied with the work carried out.

### **Research Analysis Results**

PLS can simultaneously analyze constructs formed with reflective and formative indicators. There are two model evaluations in PLS, namely the measurement model (Outer Model) and the structural model (Inner Model). Transformational leadership (X1) has 8 question items, affective commitment variable (Y1) has 4 question items, sustainable commitment variable (Y2) has 5 question items, normative commitment variable (Y3) has 3 question items, and work life quality variable (Y4) has 11 question items.

### **Outer Model**

The outer relation or measurement model is how each indicator block relates to its latent variables. Measurement models are used to test construct validity and instrument reliability. Outer Model As follows:



Figure 4.1 Outer Model

Validity tests are carried out to determine the ability of research instruments to measure what should be measured, while reliability tests are used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering question items in questionnaires or research instruments. Shows green or above 0.7. Thus, it can be said to be a valid indicator. Construct reliability and validity are also strengthened by looking at the output of Convergent Validity, Discriminating Validity and Composite Reliability. The following is an image of the SEM-PLS output related to Construct reliability and validity:

Table 2. Construct Reliability and Validity Table

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
Transformational leadership	0,915	0,915	0,931	0,628
Affective commitment	0,872	0,873	0,907	0,662
Normative commitment	0,708	0,768	0,806	0,83
Ongoing commitment	0,842	0,843	0,804	0,679
Quality of working life	0,950	0,950	0,961	0,637

Source : SmartPLS4, 2023

1. Convergent Validity

Convergent validity is related to the principle that the gauges of a construct should be highly correlated, the test of convergent validity in PLS with reselective indicators is assessed

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based on the loading factor (correlation between item score/component score and construct score) indicators that measure the construct. The higher the loading factor value, the more important the loading role in interpreting the factor matrix. The results show that the convergent validity of the loading factor value is greater than 0.7 and the average variance extracted (AVE) value is greater than 0.5.

2. Discriminat Validity

The validity of the discriminant relates to the principle that different construct gauges should not correlate highly. The discriminant validity test is assessed based on cross loading measurements with their constructs. Another method used to assess discriminant validity is to compare the AVE root for each construct with the correlation between the construct and other constructs in the model. The results showed that the model had sufficient discriminant validity because the AVE root for each construct was greater than the correlation between other constructs in the model.

3. Composite Reliability

PLS uses reliability tests to measure the internal consistency of measuring instruments. Cronbachs's Alpha in the results shows the green color limit of the reliability value of a construct is met and Composite Reliability has the actual value of reliability of a construct also with a green color or threshold value is met. However, composited reliability is considered better in estimating the internal consistency of a construct. The results showed that the Rule of thumb alpha and Composite Reliability was greater than 0.7 even though the value of 0.6 was still acceptable (Hair et al., 2017).

Inner Model

The structural model in PLS is evaluated using R2 for the dependent construct, the path coefficient value or the t-value of each path for the inter-construct significance test in the structural model. Here are the results of PLS-SEM Output:

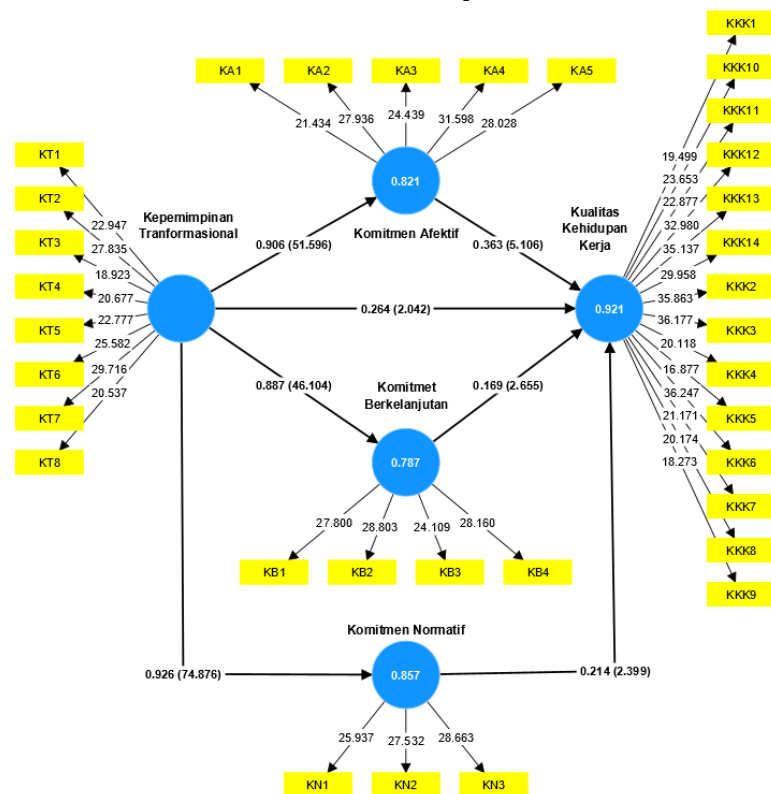


Figure 4.2 PLS-SEM Model Output

The results showed that all Path Coefficients between variables that influence each other in the PLS-SEM Inner Model are significant.

a. R-Square Coefficient Determination

The results showed that the value of all dependent variables R<sup>2</sup> (original sample) was more than 0.7, meaning that the variation in changes in dependent variables that could be explained by independent variables was more than 70%, while the rest was explained by other variables outside the proposed model.

b. Path Coefficients

Path coefficient shows how much relationship or influence the latent construct has with the bootstrapping procedure. From the results of research on output path coefficients states that each independent variable affects directly to the dependent variable expressed with P Values below 0.5 and T. Statistics above 1.96. Where the transformational leadership variable affects normative commitment as the highest influencing variable with a value of 0.926. From the results of indirect effect output research, it can be seen that the value of P. Value below 0.5 states that the independent variable mediated by the variables affective commitment, continuous commitment and normatic commitment provide a significant value to the dependent variable, seen from T. Statistic above 1.96. In the table above, it is illustrated that transformational leadership affects the quality of work mediated by affective commitment as the highest value with a number of 0.329. The results showed that the T-statistic value was greater than the T-table, so the results of each influence in the model were significant. The path or Inner Model coefficient score indicated by the T-statistic value must be above 1.96 for the two-tailed hypothesis and 1.64 for the one-tailed hypothesis for hypothesis testing at 5% alpha and 80% power (Hair et al., 2017).

**The results of the influence of transformational leadership on the affective commitment of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of transformational leadership positively and significantly on the affective commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.00 below the  $\alpha <$  value of 0.05, a T-statistic value of 51.595 above the T-table of 1.96 and a Path Coefficients of 0.906 positive value which means that the better the transformational leadership, the affective commitment will increase so that H1 is accepted.

**The result of the influence of transformational leadership on the continuous commitment of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of transformational leadership positively and significantly on the sustainable commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.00 below the  $\alpha <$  value of 0.05, a T-statistic value of 46.104 above the T-table of 1.96 and a Path Coefficients of 0.887 positive value which means that the better the transformational leadership, the more sustainable commitment will increase so that H2 Accepted.

**The results of the influence of transformational leadership on the normative commitment of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of transformational leadership positively and significantly on the normative commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.00 below the  $\alpha <$  value of 0.05, a T-statistic value of 74.876 above the T-table of 1.96 and a Path Coefficients of 0.926 positive value which means that the better the transformational leadership, the normative commitment will increase so that H3 is accepted.

**The results of the influence of transformational leadership on the quality of work life of employees of Ratu Aji Putri Botung Hospital**

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Based on the results of Research on Output Path Coefficients shows that there is a direct influence of transformational leadership positively and significantly on the quality of work life of employees of Ratu Aji Putri Botung Hospital with a P value of 0.041 below a  $\alpha <$  value of 0.05, a T-statistic value of 2.042 above a T-table of 1.96 and a Path Coefficients of 0.264 positive value which means that the better the transformational leadership, the quality of work life will increase so that H4 Accepted.

#### **The result of the influence of affective commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of affective commitment positively and significantly on the quality of work life of employees of Ratu Aji Putri Botung Hospital with a P value of 0.000 below the  $\alpha <$  value of 0.05, a T-statistic value of 5.106 above the T-table of 1.96 and Path Coefficients of 0.363 positive value which means that the better the affective commitment, the quality of work life will increase so that H5 is accepted.

#### **The result of the influence of continuous commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of continuous commitment positively and significantly on the quality of work life of employees of Ratu Aji Putri Botung Hospital with a P value of 0.008 below a  $\alpha <$  value of 0.05, a T-statistic value of 2.655 above T-table 1.96 and Path Coefficients of 0.169 a positive value which means that the better the continuous commitment, the quality of work life will increase so that H6 is accepted.

#### **The result of the influence of normative commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital**

Based on the results of Research on Output Path Coefficients shows that there is a direct influence of normative commitment positively and significantly on the quality of work life of employees of Ratu Aji Putri Botung Hospital with a P value of 0.016 below a  $\alpha <$  value of 0.05, a T-statistic value of 2.399 above a T-table of 1.96 and a Path Coefficients of 0.214 positive value which means that the better the normative commitment, the quality of work life will increase so that H7 is accepted.

#### **The results of the analysis of the influence of transformational leadership positively and significantly on the quality of work life through the affective commitment of employees of RSUD Ratu Aji Putri Botung**

Based on the results of research on indirect effects output, it shows that there is an influence of transformational leadership on the quality of work life through the affective commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.000 below the  $\alpha <$  value of 0.05, a T-statistic value of 5.039 above the T-table of 1.96 and Path Coefficients of 0.329 positive value which is interpreted as affective commitment as a connecting variable has a greater influence (0.329) than the direct influence Transformational leadership to quality of working life (0.264) so that H8 is accepted.

#### **The results of the analysis of the influence of transformational leadership positively and significantly on the quality of work life through the continuous commitment of employees of RSUD Ratu Aji Putri Botung**

Based on the results of research on indirect effects output, there is an influence of transformational leadership on the quality of work life through the continuous commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.006 below a  $\alpha <$  value of 0.05, a T-statistic value of 2.650 above a T-table of 1.96 and a Path Coefficients of 0.150 positive value which is interpreted as a continuous commitment as a connecting variable has a stronger influence

(0.150) than direct influence of transformational leadership on employee performance (0.264) so that H9 is accepted.

### **Results Analysis of the influence of transformational leadership positively and significantly on the quality of work life through the normative commitment of employees of RSUD Ratu Aji Putri Botung**

Based on the results of research on indirect effects output, it shows that there is an influence of transformational leadership on the quality of work life through the normative commitment of employees of Ratu Aji Putri Botung Hospital with a P value of 0.016 below a  $\alpha <$  value of 0.05, a T-statistic value of 2.399 above a T-table of 1.96 and a Path Coefficients of 0.198 positive value which is interpreted as affective commitment as a connecting variable has a stronger influence that is smaller (0.197) than the direct influence Transformational leadership of employee performance (0.264) so that H10 is accepted.

## **Discussion**

### **The influence of transformational leadership on affective commitment**

In the results of the study, it can be seen that there is a relationship between transformational leadership and affective comimen. This can be seen from the findings that transformational leadership positively and significantly affects the affective commitment of employees of Ratu Aji Putri Botung Hospital. The transformational leadership applied by the leadership of Ratu Aji Putri Botung Hospital has a strong influence on affective commitment as evidenced by the results of the path coefficient analysis of 0.906. These findings show that transformational leadership displayed by leaders can affect the level of affective commitment of employees in the context of RSUD Ratu Aji Putri Botung.

The results of this study are in line with the results of research by Tjahjono et al. (2018) which revealed that transformational leadership has a significant positive effect on affective commitment. Tanjung (2019) also revealed that transformational leadership has a direct effect on affective commitment. Affective commitment is an individual's emotional attachment to the organization that determines individual dedication and loyalty.

### **The influence of transformational leadership on ongoing commitment.**

The influence of transformational leadership on the ongoing commitment of Ratu Aji Putri Botung Hospital employees has a significant direct influence. The results of the analysis also show that transformational leadership is well implemented at Ratu Aji Putri Botung Hospital so that the employees of Ratu Aji Putri Botung Hospital have a continuous commitment that is felt by employees to be better at work. The transformational leadership applied at Ratu Aji Putri Botung Hospital has a strong influence on the continuous commitment of employees as evidenced by the results of the path coefficient analysis of 0.887. This shows that transformational leadership has an important role in building the sustainable commitment of RSUD Ratu Aji Putri Botung employees. Overall, the results indicate a positive and significant influence between transformational leadership and the ongoing commitment of RSUD Ratu Aji Putri Botung employees. The results of this study are in line with the results of Pratama et al. (2020) research which revealed that transformational leadership style has a positive and significant effect on organizational commitment. A good and appropriate leadership style will cause a good work motivation for employees.

### **The influence of transformational leadership on normative commitment.**

Transformational leadership has a direct influence on the normative commitment of employees of Ratu Aji Putri Botung Hospital. The transformational leadership applied by Ratu Aji Putri Botung Hospital has a strong influence on normative commitment as evidenced by the results of the path coefficient analysis of 0.926. This means that transformational leadership is important to implement so that normative commitments become better. Leaders who are able to establish good communication relationships with employees also play an important role in

forming normative commitments. This is evident from the results of research by Oupen et al. (2020) which shows that there is a significant contribution between transformational leadership to organizational commitment. Organizational work commitment is the condition of the existence of employees committed to assist in the achievement of organizational goals, and involves a level of identification, involvement, and loyalty.

#### **The influence of transformational leadership on the quality of working life.**

The influence of transformational leadership on the quality of work life of employees of Ratu Aji Putri Botung Hospital can indicate a significant influence. Transformational leadership has a significant influence on the quality of work life of RSUD Ratu Aji Putri Botung employees. The transformational leadership applied by Ratu Aji Putri Botung Hospital has a strong influence on the quality of work life as evidenced by the results of the path coefficient analysis of 0.264. The quality of work life of RSUD Ratu Aji Putri Botung employees explained that the mutually motivating work environment, promotion opportunities directly regulated by hospital policies, and good cooperative relationships between employees and colleagues at the hospital all contribute positively to the quality of work life. The results of this study are in line with the results of the study (Kim et al., 2021) which shows that transformational leadership improves the quality of employees' working lives. Transformational leadership during a crisis positively affects the quality of employees' working lives and ensures a smooth transition to successful change during a crisis.

#### **The influence of affective commitment on the quality of working life.**

The effect of affective commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital can be seen through the results of research that shows a positive and significant relationship between the two variables that the better the affective commitment, the quality of work life will increase. The level of affective commitment of employees can be reflected in encompassing feelings, attachment, and pride towards the hospital. Meanwhile, the quality of work life can be measured through various aspects that include the work environment, promotion opportunities, cooperation relationships, facilities and compensation, as well as other factors that affect employee satisfaction and welfare, the higher the level of employee affective commitment, the quality of employee work life will also increase. The results of this study are in line with the results of the study (Kim et al., 2021) which shows that affective commitment positively affects the quality of employees' work lives. Meanwhile, Qurbani & Solihin (2021) suggest that the quality of work life affects organizational commitment.

#### **The effect of ongoing commitment on the quality of working life.**

Continuous commitment has a direct effect on the quality of work life of employees of RSUD Ratu Aji Putri Botung. The influence shows a positive influence between ongoing commitment and improved quality of work life. The continuous commitment of Ratu Aji Putri Botung Hospital employees indicates factors that affect the level of sustainable commitment, such as loss, economic needs, availability of alternative workplaces, and the weight of leaving the hospital.

The continuous commitment made by the employees of Ratu Aji Putri Botung Hospital has a strong influence on the quality of work life as evidenced by the results of the path coefficient analysis of 0.169. This means that employees' ongoing commitment has an influence on the quality of work life in line with research results (Kim et al., 2021) which shows that continued commitment positively affects the quality of employees' working lives. Meanwhile, Sudiq (2020) in his research actually revealed that the quality of work life has a positive effect on organizational commitment.

#### **The effect of normative commitment on the quality of working life**

Normative commitment has a positive effect on the quality of work life of employees of Ratu Aji Putri Botung Hospital. This shows that the higher the level of normative commitment of employees to the hospital, the quality of their work life will increase and shows that the increase

in normative commitment will have a positive impact on the quality of work life of employees. This normative commitment carried out by employees of Ratu Aji Putri Botung Hospital has a strong influence on the quality of work life as evidenced by the results of the path coefficient analysis of 0.214. This means normative commitment affects the quality of working life, according to research results (Kim et al., 2021) which shows that normative commitment positively affects the quality of employees' working lives. Meanwhile, Setyani et al. (2022) mentioned that the quality of work life affects employee commitment. Quality of work life can determine an employee's level of commitment.

#### **The influence of transformational leadership on the quality of working life through affective commitment**

Based on the results of analysis and hypothesis testing in this study, it is proven that transformational leadership has a positive and significant effect on the quality of work life through affective commitment in employees of Ratu Aji Putri Botung Hospital. Affective commitment is proven to mediate transformational leadership variables, as evidenced by the results of T-statistics the indirect influence of transformational leadership on the quality of work life through affective commitment of 5,039 is greater than its direct influence of 4,013. While the positive coefficient value of 0.329 indicates that the higher the affective commitment to employees at Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life is increasing. The results of this study are in line with Widyatmika & Riana's (2020) research which shows that transformational leadership has a positive and significant effect on organizational commitment. Transformational leadership is one of the important factors that influence employee organizational commitment.

#### **The influence of transformational leadership on the quality of working life through ongoing commitment.**

Based on the results of analysis and hypothesis testing in this study, it is proven that transformational leadership has a positive and significant effect on the quality of work life through continuous commitment to the employees of Ratu Aji Putri Botung Hospital. Sustainable commitment is proven to be able to mediate transformational leadership variables on the quality of work life, as evidenced by the results of the T-Statistic the indirect influence of transformational leadership on the quality of work life through continuous commitment of 2,650 greater than the direct influence of 4,013. While the positive coefficient value of 0.150 indicates that the higher the continuous commitment to the employees of Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life will increase.

The results of this study are in line with the research of Yusrizal et al. (2022) which shows that there is a high positive and significant relationship or correlation between transformational leadership and employee organizational commitment. Transformational leadership is a leadership approach by making efforts to change the behavior and personal goals of organizational members by fostering enthusiasm and motivation to make more effort and responsibility than their personal interests in achieving organizational goals without feeling pressured or pressured.

#### **The influence of transformational leadership on the quality of working life through normative commitment.**

Based on the results of analysis and hypothesis testing in this study, it is proven that transformational leadership has a positive and significant effect on the quality of work life through normative commitment to employees of Ratu Aji Putri Botung Hospital. Normative commitment is proven to be able to mediate transformational leadership variables on the quality of work life, as evidenced by the results of the T-Statistic the indirect influence of transformational leadership on the quality of work life through normative commitment of 2,399 is greater than the direct influence of 4,013. While the positive coefficient value of 0.198 indicates that the higher the

normative commitment to the employees of Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life will increase.

The results of this study are in line with the research of Zainuddin et al. (2020) which shows that transformational leadership has a positive and significant effect on organizational commitment. The magnitude of the influence that transformational leadership has on organizational commitment shows that transformational leadership must be owned and developed by organizational leaders so that employee organizational commitment is also good. Good employee organizational commitment will have a positive impact on the organization so that the vision and goals desired by the organization are easier to achieve.

The discussion of the results of this study and previous studies shows that the three research variables which include transformational leadership, organizational commitment (affective, sustainable, normative commitment) and quality of work life turned out to have a relationship and influence on each other. The results of this study show that transformational leadership affects organizational commitment and the quality of work life of employees at RSUD Ratu Aji Putri Botung. Organizational commitment also affects the quality of work life of employees at RSUD Ratu Aji Putri Botung.

## CONCLUSION

The conclusion based on the results of research on organizational commitment mediating the influence of transformational leadership on the quality of work life of employees at RSUD Ratu Aji Putri Botung is that transformational leadership positively and significantly affects the affective commitment of employees at RSUD Ratu Aji Putri Botung. This means that the better the implementation of transformational leadership, the affective commitment will increase. The most dominant indicator of serving leadership is the indicator of individual consideration while the indicator that contributes the least is intellectual stimulation. There is a positive and significant transformational leadership influence on the ongoing commitment of Ratu Aji Putri Botung Hospital employees. This means that the better the implementation of transformational leadership, the better the employee's ongoing commitment. The most dominant indicator is transformational leadership, the most dominant is individual consideration, while the indicator that contributes the lowest is intellectual stimulation.

There is a positive and significant influence of transformational leadership on the normative commitment of employees of Ratu Aji Putri Botung Hospital. This means that the better the implementation of transformational leadership, the more normative commitment will increase. The most dominant indicator of transformational leadership is individual consideration while the indicator that contributes the least is intellectual stimulation. There is a positive and significant influence of transformational leadership on the quality of work life of employees of RSUD Ratu Aji Putri Botung. This means that the better the implementation of transformational leadership, the quality of work life will improve. The most dominant indicator of transformational leadership is individual consideration while the indicator that contributes the least is intellectual stimulation.

There is a positive and significant influence of affective commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital. This means that the better the affective commitment, the better the quality of work life. The most dominant indicator of affective commitment is personal involvement while the indicator that contributes the least to identity relevance. There is a positive and significant influence of continuous commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital. This means that the better the ongoing commitment, the better the quality of work life. The most dominant indicator of sustainable commitment is the value of investment while the indicator that contributes the least is the lack of alternatives.

There is a positive and significant influence of normative commitment on the quality of work life of employees of Ratu Aji Putri Botung Hospital. This means that the better the normative commitment, the quality of work life will improve. The most dominant indicator of normative commitment is the internalization of norms while the indicator that contributes the least is the psychological contract. Transformational leadership has a positive and significant effect on the

quality of work life through affective commitment to the employees of Ratu Aji Putri Botung Hospital. This means that the higher the affective commitment of employees at Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life increases. The most dominant indicator of affective commitment is personal involvement, while the indicator that contributes the lowest is identity relevance.

Transformational leadership has a positive and significant effect on the quality of work life through continuous commitment to the employees of Ratu Aji Putri Botung Hospital. This means that the higher the continuous commitment of employees at Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life will increase. The most dominant indicator of sustainable commitment is investment, while the indicator that contributes the lowest is the lack of alternatives. Transformational leadership has a positive and significant effect on the quality of work life through normative commitment to the employees of Ratu Aji Putri Botung Hospital. This means that the higher the normative commitment of employees at Ratu Aji Putri Botung Hospital, the influence of transformational leadership on the quality of work life increases. The most dominant indicator of normative commitment is the internalization of norms, while the indicator that contributes the lowest is the internalization of norms.

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