Factors Influencing Organizational Commitment through Job Satisfaction

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Abstract

This study aims to analyze the influence of Transformational Leadership Style and Work Motivation on Organizational Commitment with Job Satisfaction as an intervening variable at the Representative Office of Bank Indonesia Medan, North Sumatra. This research employs a quantitative approach using Structural Equation Modeling (SEM) with the SmartPLS 3.0 analytical tool. The population consists of all employees at the Representative Office of Bank Indonesia Medan, and the sample was determined using a saturated sampling technique. Data were collected through questionnaires and processed using SmartPLS software.

The results indicate that Transformational Leadership Style has a significant effect on Job Satisfaction but does not have a significant direct effect on Organizational Commitment. Work Motivation is proven to have a significant effect on both Job Satisfaction and Organizational Commitment. Furthermore, Job Satisfaction significantly affects Organizational Commitment. The indirect effect analysis shows that Job Satisfaction does not mediate the relationship between Transformational Leadership Style and Organizational Commitment, but it successfully mediates the influence of Work Motivation on Organizational Commitment. These findings emphasize that enhancing employee motivation and job satisfaction plays an essential role in strengthening organizational commitment.

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

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Introduction

Organizations that can manage leadership effectively and increase employee motivation will have a greater chance of achieving sustainable success. Transformational leadership has been proven to be one of the effective approaches in driving change and innovation within organizations. Transformational leaders not only provide direction but are also able to inspire and motivate their subordinates to exceed standard work expectations. They are able to create an environment that supports learning, engagement, and self-development for employees. Leaders who are able to show attention and care for the needs of their subordinates tend to gain a high level of loyalty from their employees, which in turn increases organizational commitment. Employee motivation is another important element in creating a productive and harmonious work environment. High motivation will drive individuals to work with enthusiasm, innovate, and improve their performance. Among these factors, recognition of achievements, a conducive work environment, and appreciation for individual contributions are some of the elements that can encourage employees to have higher motivation at work. With strong motivation, employees will feel more satisfied with their work, which directly influences their commitment to the organization. This job satisfaction is not only influenced by wage and salary factors but also by other aspects such as relationships with coworkers, career development opportunities, recognition, and overall work environment conditions. Employees who feel satisfied with their work tend to show a higher level of commitment to the organization. Organizational commitment is very important because committed employees will strive more to achieve organizational goals and have a higher level of resilience to changes or challenges faced by the organization. This commitment is formed as a result of high job satisfaction, effective leadership style, and deep motivation. Employees who feel valued and empowered by the organization tend to be more loyal and less likely to change jobs. Some organizations may still rely on more traditional managerial approaches, which are less encouraging for employees to develop their potential optimally. Using job satisfaction as an intervening variable, this study aims to reveal a more complex relationship between leadership style, motivation, and organizational commitment. This research is expected to contribute to management practitioners in designing more effective leadership strategies, as well as creating a work environment that can motivate employees to remain committed and actively engaged in achieving organizational goals. In recent years, many organizations have faced challenges in retaining employees who have a high level of commitment and strong motivation to achieve common goals. Changes in Leadership Style in Organizations Many organizations that previously relied on authoritarian or transactional leadership styles are now starting to adopt a more open and participatory transformational leadership style. Transformational leadership focuses on empowering employees through inspiration, a clear vision, and providing support for personal and professional development. Job satisfaction that has not been optimally achieved remains an important issue that has not been fully addressed. Many employees feel dissatisfied with various aspects of their work, such as relationships with coworkers, career development opportunities, an unsupportive work environment, or even a non-transparent management system. This lack of commitment can be seen in low loyalty to the company or institution where they work, as well as a tendency to seek employment elsewhere that is considered more advantageous. In some industrial sectors, for example, there is a problem of mismatch between the applied leadership style and employee needs. To strengthen the background, the researcher conducted a preliminary survey with 30 respondents as follows:

Table 1. Preliminary Survey Transformational Leadership Style (X1)

No	Transformational Leadership Style	Yes	Percentage	No	Percentage
1	Leader becomes role a model at work.	10	33,3%	20	66,7%

2	Leader has integrity that makes me respect him/her.	11	36,7%	19	63,3%
3	Leader is able to provide a clear vision regarding the organization's future.	9	30%	21	70%

Source : Processed Researcher Data (2025)

The results of the preliminary survey regarding transformational leadership style show that most respondents have not felt that transformational leadership is running well. On the statement leader becomes a role model at work, only 33.3% stated yes, while 66.7% stated no. A similar pattern is seen in the aspect of leader integrity, where only 36.7% of respondents assessed that the leader has integrity that is respected, while 63.3% did not feel this. Furthermore, only 30% of respondents assessed that the leader is able to provide a clear vision regarding the organization's future, and 70% stated the opposite. These findings indicate that the main elements in transformational leadership, such as exemplary behavior, integrity, and vision inspiration, are still not optimally perceived by employees.

Table 2. Preliminary Survey Work Motivation (X2)

No	Work Motivation	Yes	Percentage	No	Percentage
1	I feel my basic needs are met through this job.	12	40%	18	60%
2	This job gives me a sense of security for long-term work.	8	26,7%	22	73,3%
3	My relationship with coworkers makes me comfortable working.	13	43,3%	17	56,7%

Source : Processed Researcher Data (2025)

The preliminary survey results show that the level of employee work motivation is still relatively low. In the aspect of fulfilling basic needs, only 40% of respondents feel their needs are met through their job, while 60% stated no. The sense of security for long-term work is also low, indicated by only 26.7% feeling secure, while the other 73.3% did not feel so. However, the relationship with coworkers looks slightly better, with 43.3% of respondents feeling comfortable working with colleagues, but still lower compared to the 56.7% who did not feel that comfort. These findings indicate that motivational triggers, such as job security and fulfillment of basic needs, are still not optimal for most employees.

Table 3. Preliminary Survey Job Satisfaction (Z)

No	Job Satisfaction	Yes	Percentage	No	Percentage
1	I am satisfied with the salary I receive.	14	46,7%	16	53,3%
2	I feel promotion opportunities at this workplace are quite good.	12	40%	18	60%
3	Supervisors provide guidance and supervision that helps me work.	11	36,7%	19	63,3%

Source : Processed Researcher Data (2025)

The preliminary survey results show that the level of employee job satisfaction is still relatively low. In the aspect of satisfaction with salary, only 46.7% of respondents felt satisfied, while 53.3% stated they were not satisfied. Promotion opportunities were also rated as not good, seen from only 40% feeling that career opportunities are sufficiently open, and the other 60% rated otherwise. Furthermore, only 36.7% of respondents felt they received helpful guidance and supervision from supervisors, while 63.3% did not feel it. Overall, these results illustrate that the main factors forming job satisfaction---such as compensation, career opportunities, and supervisor support---have not been optimally met.

Table 4. Preliminary Survey Organizational Commitment (Y)

No	Organizational Commitment	Yes	Percentage	No	Percentage
1	I feel proud to be part of this organization.	10	33,3%	20	66,7%
2	I feel emotionally attached to this organization.	9	30%	21	70%
3	I remain in this organization because it is important for my career.	12	40%	18	60%

Source : Processed Researcher Data (2025)

The preliminary survey results show that employee organizational commitment is still at a low level. Only 33.3% of respondents feel proud to be part of the organization, while 66.7% stated no. Employee emotional attachment is also low, seen from only 30% feeling emotionally attached and the other 70% not feeling it. Furthermore, only 40% of employees want to stay in the organization because they consider it important for their career, while 60% do not have that reason. These findings indicate that aspects of pride, emotional attachment, and desire to stay--which are the main elements of organizational commitment---are still not strongly formed in employees.

Problem Formulation

1. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
2. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
3. Does Transformational Leadership Style have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
4. Does Work Motivation have a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
5. Does Job Satisfaction have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra?
6. Does Transformational Leadership Style have a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?
7. Does Work Motivation have a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra?

Research Objectives

1. To test and analyze the influence of Transformational Leadership Style on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

2. To test and analyze the influence of Motivation on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
3. To test and analyze the influence of Transformational Leadership Style on Organizational Commitment and analyze it at the Representative Office of Bank Indonesia North Sumatra.
4. To test and analyze the influence of Motivation on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
5. To test and analyze the influence of Job Satisfaction on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.
6. To test and analyze the influence of Transformational Leadership Style on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.
7. To test and analyze the influence of Motivation on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

Literature Review Job Satisfaction

According to Wibowo (2024), job satisfaction is employees' positive feelings towards their work based on assessments of the work environment, social relationships, supervisors, tasks, and reward systems. According to Fitriyah (2024), job satisfaction is an emotional condition that arises when work can fulfill employee needs, values, and expectations, thus creating a sense of comfort at work.

Job Satisfaction Indicators

According to Wibowo (2024), job satisfaction indicators consist of:

1. Suitability of work with skills
2. Relationship with coworkers
3. Relationship with supervisors
4. Work environment conditions
5. Reward and compensation system

Transformational Leadership Style

According to Rahmawati (2024), transformational leadership style is the leader's ability to inspire, motivate, and provide moral influence to employees through vision, exemplary behavior, and encouragement to enhance potential and performance. According to Suryani (2024), transformational leadership is a leadership process focused on changing employee behavior and mindset through inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence.

Transformational Leadership Style Indicators

According to Rahmawati (2024), transformational leadership style indicators consist of:

1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Consideration

Work Motivation

According to Pratama (2024), work motivation is an internal and/or external drive that influences the direction, intensity, and persistence of individuals at work to achieve organizational goals. According to Andriani (2024), work motivation is a psychological force

arising from needs, expectations, and incentives that drive employees to work with high spirit and productivity.

Work Motivation Indicators

According to Pratama (2024), work motivation indicators consist of:

1. Need for achievement
2. Need for recognition
3. Need for responsibility
4. Drive to develop
5. Enthusiasm at work

Organizational Commitment Definition of Organizational Commitment

According to Hendrawan (2024), organizational commitment is the emotional, psychological, and rational attachment of employees to the organization, which encourages the desire to stay and contribute maximally. According to Lestari (2024), organizational commitment is the level of employee loyalty to the organization reflected in the willingness to maintain membership and accept organizational values.

Organizational Commitment Indicators

According to Hendrawan (2024), organizational commitment indicators consist of:

1. Affective Commitment
2. Continuance Commitment
3. Normative Commitment

Conceptual Framework

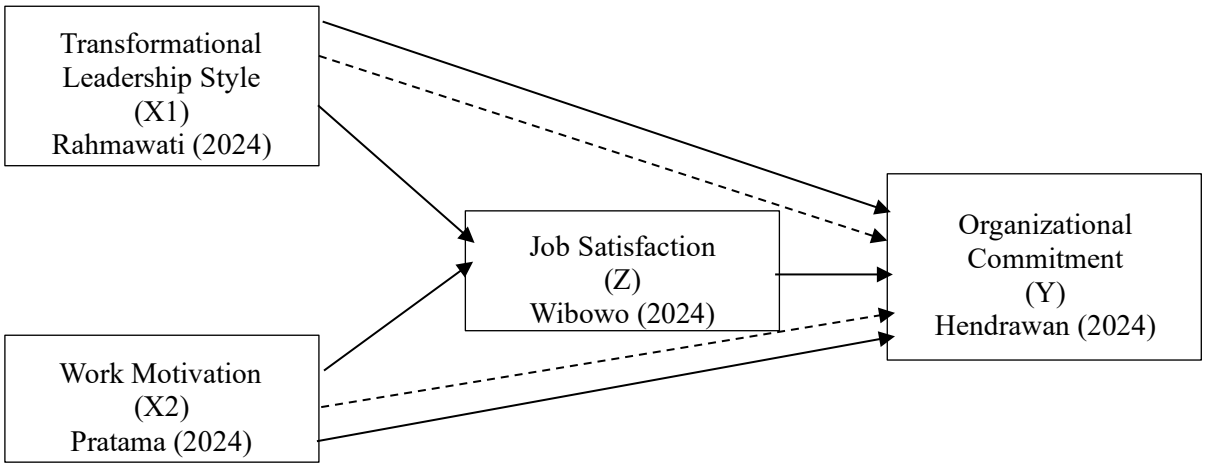

Figure 1. Conceptual Framework

Hypotheses

H1 Transformational Leadership Style has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.

H2 Motivation has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.

H3 Transformational Leadership Style has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

H4 Motivation has a positive and significant effect on Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

H5 Job Satisfaction has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia North Sumatra.

H6 Transformational Leadership Style has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

H7 Motivation has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia North Sumatra.

Research Method Research Type

According to Sugiyono (2020), quantitative research method is based on the philosophy of positivism and is used to investigate specific populations or samples. This method is used to collect data using research instruments and analyze data quantitatively or statistically with the aim of testing previously established hypotheses.

Research Population

According to Sugiyono (2020), population is the generalization area consisting of objects or subjects that have specific qualities and features chosen by the researcher to be studied and then conclusions are drawn. The population of this research is 80 employees.

Research Sample

According to Handayani (2020), sampling technique, also known as "sampling," is the process of selecting a number of elements from the researched population to serve as a sample and gain an understanding of the various characteristics and features of the sampled subjects so that generalization can be made for the population elements.

In this research, the researcher uses a saturated sampling technique to take a sample from the entire population of 80 employees at the Representative Office of Bank Indonesia Medan, North Sumatra.

Research Location and Time

The research location is at Bank Indonesia Office Jl. Balai Kota No. 4, Medan, North Sumatra 20111, conducted for 3 months starting from November 2025.

Research Data Collection

Data collection in this research is conducted through Questionnaires. According to Kriyantono (2020), a questionnaire is the primary tool needed to produce valid and reliable survey results.

Data Analysis Technique

In this research, the researcher is assisted by the SmartPLS version 3.0 tool. The purpose of using Partial Least Square (PLS) is to perform prediction, assist researchers in obtaining the intended latent variable values to perform prediction, and predict relationships between constructs. This analysis technique is also called "Soft Modeling" (Ghozali and Latan, 2015). Among these phases are:

Outer Model Analysis

Outer model analysis is conducted to ensure that the measurements used are feasible to be used as measurements (valid and reliable) and to specify the relationships between latent variables and their indicators (Ananda & Sabil Husein: 2015). Outer model analysis can be seen through a number of indicators, namely:

1. Convergent Validity
2. Discriminant Validity
3. Composite reliability
4. Cronbach's Alpha

Inner Model Analysis

Inner model analysis describes the relationship between latent variables based on substantive theory. Inner model analysis can be evaluated using R-square for dependent constructs, the Stone-Geisser Q-square test for predictive relevance, and the t-test and significance of the structural path coefficient parameters.

Hypothesis Testing

Hypotheses are statements that show the relationship between two variables relevant to a specific case. It is also a temporary assumption that must be tested as true or false regarding the research hypothesis so that the research runs effectively and efficiently.

In hypothesis testing, the probability value and t-statistic value can be observed. For hypothesis testing using statistical values, the t-statistic value used is 1.96 for an alpha of 5%, so the criteria for accepting or rejecting the hypothesis are Ha is accepted and H0 is rejected when the t-statistic value > 1.96. For hypothesis testing using probability, Ha is accepted when the p-value < 0.05.

Results and Discussion Outer Model Analysis

Measurement model (outer model) testing is used to determine the relationship between latent and manifest variables. This test includes convergent validity, discriminant validity, and reliability.

Convergent Validity

This testing is viewed from its loading factor; the threshold value is 0.7, and the threshold for Average Variance Extracted (AVE) is 0.5; if it exceeds those numbers, it is considered valid. This means indicator values are considered valid if they depict the construct variable with a value greater than 0.7. The structural model used in this research is depicted in the figure below:

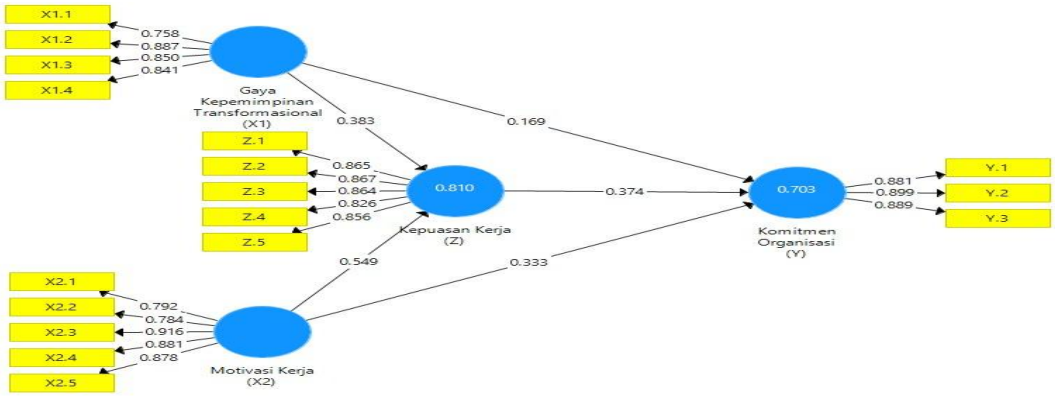

Figure 2. Outer Model

Source : Smart PLS 3.3.3

Smart PLS output for factor loading provides results in the table below: Outer Loading In this research, there are relationships consisting of two substructures.

for substructure 1

Z = b1X1 + b2X2 + e1

Z = 0,383 + 0,549 + e1

For substructure 2

Y = b3X2 + b4X1 + b5Z + e2
Y = 0,169 + 0,333 + 0,374 + e2

Table 5. Outer Loadings

	Transformational Leadership Style (X1)	Job Satisfaction(Z)	Organizational Commitment_(Y)	Work Motivation(X2)
X1.1	0,758			
X1.2	0,887			
X1.3	0,850			
X1.4	0,841			
X2.1				0,792
X2.2				0,784
X2.3				0,916
X2.4				0,881
X2.5				0,878
Y.1			0,881	
Y.2			0,899	
Y.3			0,889	
Z.1		0,865		
Z.2		0,867		
Z.3		0,864		
Z.4		0,826		
Z.5		0,856		

Source : Smart PLS 3.3.3

Based on the outer loadings test results, all indicators in the research variables show values above 0.70, thus declared to meet convergent validity criteria. In the Transformational Leadership Style variable (X1), indicators X1.1 to X1.4 have loading values between 0.758 and 0.887. The Work Motivation variable (X2) also has strong loading values, ranging from 0.784 to 0.916. Furthermore, indicators of the Organizational Commitment variable (Y) show loading values between 0.881 and 0.899. Meanwhile, the Job Satisfaction variable (Z) has loading values between 0.826 and 0.867. These results indicate that all indicators can represent their respective variables well and are suitable for use in further structural model analysis.

Discriminat Validity

The next research step determines data validity using Discriminant Validity, aiming to determine whether the cross-loading values are greater compared to other latent variables to identify indicators that have a strong connection with the concept. The following table displays cross-loading findings from the validity test, as follows:

Table 6. Discriminant Validity

	Transformational Leadership Style(X1)	Job Satisfaction(Z)	Organizational Commitment_(Y)	Work Motivation(X2)

X1.1	**0,758**	0,726	0,673	0,620
X1.2	**0,887**	0,745	0,660	0,768
X1.3	**0,850**	0,637	0,545	0,697
X1.4	**0,841**	0,734	0,694	0,787
X2.1	0,682	0,637	0,750	**0,792**
X2.2	0,626	0,704	0,709	**0,784**
X2.3	0,778	0,848	0,655	**0,916**
X2.4	0,734	0,768	0,651	**0,881**
X2.5	0,847	0,775	0,677	**0,878**
Y.1	0,730	0,725	**0,881**	0,703
Y.2	0,691	0,749	**0,899**	0,719
Y.3	0,651	0,689	**0,889**	0,734
Z.1	0,768	**0,865**	0,697	0,801
Z.2	0,724	**0,867**	0,734	0,770
Z.3	0,730	**0,864**	0,715	0,720
Z.4	0,714	**0,826**	0,610	0,700
Z.5	0,727	**0,856**	0,707	0,764

Source : Smart PLS 3.3.3

The discriminant validity test results show that the correlation values of indicators to their respective construct variables are higher compared to correlations to other constructs. This is evident from the highest loading value of each indicator being in the column of the variable it represents. Therefore, it can be concluded that each indicator is able to clearly distinguish the construct it measures, so the measurement model has met the discriminant validity criteria and is suitable for further analysis in the structural model.

Composite reliability

In this research, composite reliability is used to see each variable with its reliability value, and if the variable value is greater than 0.60, the research is considered reliable, and if below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, among them are the Cronbach's alpha value, composite reliability, and the AVE value, which can be seen in the table below:

Table 7. Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Transformational Leadership Style(X1)	**0,854**	**0,902**	**0,698**
Job Satisfaction(Z)	**0,909**	**0,932**	**0,733**
Organizational Commitment_(Y)	**0,868**	**0,919**	**0,792**

Work Motivation(X2)	**0,904**	**0,930**	**0,726**

Source : Smart PLS 3.3.3

Based on the construct reliability test results, all research variables show Cronbach's Alpha and Composite Reliability values above 0.70, which means all four variables have very good internal consistency. Furthermore, the Average Variance Extracted (AVE) values for all variables are above the threshold of 0.50, thus meeting the convergent validity criteria.
Therefore, it can be concluded that the research instrument is reliable and valid for use in further analysis.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure the resulting base model is strong and correct. Several markers that can be used to identify the stages of assessing the main model include:

Coefficient of Determination (R2)

Based on data processing that has been done using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 8. R Square Results

	R Square	**Adjusted R Square**
Job Satisfaction(Z)	0,810	0,805
Organizational Commitment_(Y)	0,703	0,691

Source : Smart PLS 3.3.3

Based on the R Square test results, the Job Satisfaction variable (Z) has an R Square value of 0.810, indicating that 81% of the variation in Job Satisfaction can be explained by the Transformational Leadership Style and Work Motivation variables. Next, the Organizational Commitment variable (Y) obtained an R Square value of 0.703, meaning 70.3% of the variation in Organizational Commitment is explained by the Job Satisfaction, Transformational Leadership Style, and Work Motivation variables. These values indicate that the model has strong predictive ability in explaining the dependent variables.

Hypothesis Testing

After determining the inner model, the next step is determining the relationship between idle constructs and assumptions in this case. Speculation in this review is done by looking at TStatistics and P-Values. This testing determines whether T-Statistic > 1.96 and P-Values < 0.05.
The following are the Path Coefficient results for direct effects.

Table 9. Path Coefficients (Direct Effect)

	Original Sample (O)	**T Statistik (| O/STDEV |)**	**P Values**	**Results**
Transformational Leadership Style (X1) -> Job Satisfaction (Z)	0,383	4,321	**0,000**	**Accepted**

Transformational Leadership Style (X1) -> Organizational Commitment (Y)	0,169	1,159	**0,124**	**Rejected**
Job Satisfaction (Z) -> Organizational Commitment (Y)	0,374	1,896	**0,029**	**Accepted**
Work Motivation (X2) -> Job Satisfaction (Z)	0,549	6,242	**0,000**	**Accepted**
Work Motivation (X2) -> Organizational Commitment (Y)	0,333	1,942	**0,026**	**Accepted**

Source : Smart PLS 3.3.3

1. Transformational Leadership Style affects Job Satisfaction. The test results show a TStatistic of 4.321 and p-value of 0.000, so the hypothesis is accepted. This means the application of transformational leadership style significantly increases employee job satisfaction.
2. Transformational Leadership Style affects Organizational Commitment. The T-Statistic value of 1.159 and p-value of 0.124 show that the hypothesis is rejected. Thus, transformational leadership style does not have a significant direct effect on organizational commitment.
3. Job Satisfaction affects Organizational Commitment. The test results show a T-Statistic of 1.896 and p-value of 0.029, so the hypothesis is accepted. This means the higher the level of job satisfaction, the higher the employee organizational commitment.
4. Work Motivation affects Job Satisfaction. With a T-Statistic value of 6.242 and p-value of 0.000, the hypothesis is accepted. This indicates that work motivation has a positive and significant influence in increasing job satisfaction.
5. Work Motivation affects Organizational Commitment. The results show a T-Statistic of 1.942 and p-value of 0.026, so the hypothesis is accepted. This means work motivation is able to significantly increase employee organizational commitment.

Table 10. Path Coefficients (Indirect Effect)

	Original Sample (O)	**T Statistik (| O/STDEV |)**	**P Values**	**Results**
Transformational Leadership Style (X1) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0,143	1,627	**0,052**	**Rejected**
Work Motivation (X2) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0,205	1,867	**0,031**	**Diterima**

Source : Smart PLS 3.3.3

6. Transformational Leadership Style indirectly affects Organizational Commitment through Job Satisfaction. The results show a T-Statistic value of 1.627 and p-value of 0.052, so the hypothesis is rejected. This means Job Satisfaction is not able to significantly mediate the influence of Transformational Leadership Style on Organizational Commitment.
7. Work Motivation indirectly affects Organizational Commitment through Job Satisfaction. Based on the test results, a T-Statistic value of 1.867 and p-value of 0.031 were obtained, so the hypothesis is accepted. This shows that Job Satisfaction successfully becomes a

mediating variable that strengthens the influence of Work Motivation on Organizational Commitment.

Conclusion

1. Transformational Leadership Style has a significant effect on Job Satisfaction.
2. Transformational Leadership Style does not have a significant effect on Organizational Commitment.
3. Job Satisfaction has a significant effect on Organizational Commitment.
4. Work Motivation has a significant effect on Job Satisfaction.
5. Work Motivation has a significant effect on Organizational Commitment.
6. Transformational Leadership Style does not indirectly affect Organizational Commitment through Job Satisfaction.
7. Work Motivation indirectly affects Organizational Commitment through Job Satisfaction.

Suggestions

1. Management needs to improve the application of Transformational Leadership Style through leadership training so that leaders are able to inspire, motivate, and encourage employees to achieve optimal performance.
2. Increase programs to enhance work motivation, such as achievement awards, transparent performance appraisals, job promotions, and career development so employees feel valued and motivated.
3. Improve employee Job Satisfaction by paying attention to welfare aspects, comfortable work environment, harmonious work relationships, and balanced workload.
4. Strengthen organizational commitment through internal activities such as team building, open communication, and clear delivery of vision and mission to increase employees' sense of belonging to the organization.
5. Periodic evaluation of factors influencing employee motivation, satisfaction, and commitment so that human resource development strategies can be implemented sustainably.
6. Increase employee participation in decision-making, so employees feel more involved and have a stronger attachment to the institution.

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