transformational-leadership

by Rifdah Abadiyah

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT AS AN EFFORT TO AVOID BURNOUT OF NURSES

Rifdah Abadiyah[1], Anis Eliyana[2], Ahmad Rizki Sridadi[3]

[1] Universitas Airlangga Surabaya, Indonesia
[1] Universitas Muhammadiyah Sidoarjo, Indonesia rifdah.abadiyah-2016@feb.unair.ac.id
[2] Universitas Airlangga Surabaya, Indonesia anis.eliyana.24@unair.com
[3] Universitas Airlangga Surabaya, Indonesia ah16d-r-s@feb.unair.ac.id
Corresponding author: anis.eliyana.feb@unair.com

Abstract

This study aims to determine the effect of transformational leadership on the burnout of nurses through organizational commitment 25 a mediating variable for nurses at Hospital X in East Java. This research is a quantitative research with a sample size of 66 employees. By using Smart PLS as an analytical tool to test the relationship between variables and mediating variable of organizational commitment. The relationship between transformational leadership and burnout variable shows that transformational leadership has a significant positive effect on organizational commitment, transformational leadership has a significant positive effect on burnout through organizational commitment as a mediating variable,

Keywords: transformational leadership, organizational commitment and burnout
Corresponding author: anis.eliyana.feb@unair.com

INTRODUCTION

The current organizational management paradigm increasingly develops in which organizational orientation is prioritized on humans. Organizations need staff to provide their creativity, ideas and opinions on various issues to improve the overall quality of production in various sectors. Competition and technological changes have also required the health sector seriously to adapt in order to survive and improve the survival of the organization.

Organizational commitment is a problem that businesses may face sooner or later. Organizations need workers with high commitment and low level of fatigue more than ever. Individuals with high level of organizational commitment and with low level of burnout facilitate the achievement of organizational goals and targets. Low rates of resignation and absence, high quality of service and customer satisfaction are among the most important factors in problem organizational behavior. To ensure individual commitment to organization, a number of theoretical and empirical studies have proven that it seems necessary to take into account the factor of leadership. The right leadership style will be able to help the attitude of employees to act in their activities. According to Umiarso (2018), transformational leadership is the process of leading by creating attitudes, behaviors and actions to increase followers' awareness of something that is considered right, and to encourage their good character to actualize themselves beyond personal interests with the aim of achieving common prosperity. Transformational leadership will create space for followers and leaders to work together to achieve predetermined goals.

These three problems are the main objectives of the present study. How to improve organizational commitment to reduce burnout rates among health sector staff is the main research question in this study.

A hospital that was founded by a social organization (NGO) and has a strong concern for public health has become one of the hospitals with the title of good being and one of the referral hospitals for the middle class and the small community. The results of the observation show that the nurses are professional in providing services to patients, both outpatients and inpatients. This can be created because the nurses' abilities are in accordance with the fields they are currently doing. However, there are particular indications that the high workload of Hospital X nurses will trigger prolonged work stress and has an impact on the emergence of burnout. The implementation of a work system that is divided into three shifts, including morning shift, day shift and night shift, makes the health workers required to be ready to work in any condition.

THEORETICAL STUDY

Transformational Leadership

In 1985, Barnard M. Bass formally presented the theory of transformational leadership which in addition to other things also includes behavioral models and factors (Bass, 1985). He described specific behaviors that characterize transformational leaders such as the existence of models of integrity and fairness, setting clear goals, having high expectations, encouraging people and providing support and recognition, stirring people's emotions and desires, and making people look beyond their ability to have personal interests and reach higher goals. According to Bass and Avolio (1994), transformational leaders must demonstrate four factors commonly known as the "four Do's" to bring about major change:

- *Idealized influence*: a style used by subordinates to trust and stimulate the behavior of their leaders, and they embrace their values and are committed to

achieving their vision which may maximize self-confidence and pride in participating with the leader. Transformational leaders could minimize their use of authority for personal gain, but they use most of their capacity and experience to motivate the group towards a vision linked to particular goal. They usually seek to persuade the subordinates and appeal to them for the benefit of the group and speak optimistically about the future and form a compelling picture of organizational changes.

- *Inspirational motivation*: a style of behavior and communication that directs subordinates and makes them feel the value and challenges of work. Transformational leaders show a lot of enthusiasm and optimism which has a direct positive impact on the lives of subordinates, reinforces feelings of group spirit and inspires others with what they say and do. Their vision does not mislead others but enables them.
- *Intellectual stimulation*: a dimension that encourages subordinates to never rethink a given idea. Transformational leaders focus on (what) matters not (who).
- *Individualized consideration*: humanized consideration appears to be more than just developing subordinates, it focuses on treating each subordinate as a respectable person which prevents frustration among them. Typically, transformational leaders express the primary interest that their subordinates need for achievement and growth. They represent teachers, trainers and consultants. Open dialogue trains subordinates in listening skills which is based on the rules of what subordinates hear and not on what they tell or teach them. Transformational leaders enable their subordinates to make decisions, and they never stop supporting and directing them and assessing their progress.

Organizational Commitment

Organizational commitment is the extent to which a person identifies and feels as a part of the organization (Schermerhorn, 1992). According to Steers (1977), organizational commitment is the relative strength of an individual's identification with the involvement in a particular organization. It represents a high level of affection, loyalty and concentration on a job role in an organization (Dee, Henkin, and Singleton, 2006). Mowday, Porter, and Steers (1982) identify that highly committed employees perform better than employees who are less committed. Buchanan (1974) shows that there are at least five factors consisting of organizational commitment, namely a strong intention to maintain membership in the organization, acceptance of organization's main goals and values, positive evaluation in the organization, an intention to work toward organizational goals, and a willingness to exert considerable effort on behalf of the organization. Porter, Lyman, Steers, Mowday and Boulian (1974) consider that organizational commitment includes three elements as follow:
- Belief in organizational goals and acceptance of values
- Willingness to pursue organizational benefits, and
- Intensive desire to maintain organizational position

Meyer and Allen (1991) further show that organizational commitment can be classified into three components as follow:
- Affective commitment refers to an employee's emotional attachment and involvement in the organization based on positive feelings or emotions

towards the organization. Antecedents for affective commitment include perceived job characteristics such as task autonomy, significance task, task identity, skill variation and supervisory feedback. Organizational dependence means the degree to which employees feel the organization can be relied upon to look after their interests, and perceptions of participatory management means to what extent employees feel they can influence decisions about the work environment and other issues of their concern.
- Continuous commitment refers to the cost-based commitment that is associated with the employee leaving the organization (due to the high outgoing cost). Potential antecedents of ongoing commitment include age, years of service, career satisfaction and intention to leave. Age and ownership can serve as predictors of continuous commitment, particularly because of their role as alternative measures for investment in organizations. Ownership can be indicative of a non-transferable investment which means a close relationship with colleagues, retirement investment, career investment and unique organizational skills. Age can also be negatively related to the number of available alternative work opportunities. Career satisfaction provides a more direct measure of career-related investment, which could be at risk if the individual leaves the organization. In general, whatever the employee perceives about sunk cost, the result of leaving the organization is an antecedent of a commitment to continuity.
- Normative commitment refers to employees' feelings about the obligation to stay with the organization where it is based on employees who have internalized the values and goals of the organization. Potential antecedents to normative commitment include co-worker's commitment which includes affective and normative dimensions, as well as commitment behavior, organizational dependence and participatory management.

Burnout

$$n = \frac{N}{1 + Ne^2}$$

Burnout is a state of extreme psychological stress so that individuals experience emotional exhaustion and low motivation to work. Burnout can be a result of chronic work stress (King, 2010). Burnout is a psychological syndrome that includes fatigue, depersonalization and decreased ability to perform routine tasks causing anxiety, depression, or even experiencing sleep disturbances.

Burnout arises from prolonged stress, so that many factors influencing burnout are often associated with stress. There are two factors that are considered to influence the emergence of burnout (Sihotang, 2014), namely: first, external factors include a poor psychological work environment, lack of opportunities for promotion, insufficient rewards, lack of social support from superiors, job demands, and monotonous jobs. Second, internal factors include gender, age, education level and marital status. Maslach and Jackson (Cherniss, 2013) found that men who are suffering burnout tend to experience depersonalization, while women who are suffering burnout tend to experience emotional exhaustion. People who suffer from burnout are passionate, energetic and ambitious people who have strong principles for not being failed and are

hardworking figures (Freudenberger & Richelson, as cited in Feri Farhati & Haryanto FR, 2016).

According to Maslach, Schaufeli and Leiter (as cited in Rizka, 2013), burnout has three dimensions, namely (1) emotional exhaustion, feelings of tiredness and fatigue at work (Spector, 2008), (2) depersonalization, the increase of cynical feeling and heartlessness towards others (Spector, 2008), and (3) decreased personal achievement which is characterized by feeling of dissatisfaction with oneself, work and even life (Maslach, as cited in Diaz, 2007).

RESEARCH METHODS

The quantitative approach is used in this study, where the quantitative approach itself is a research that emphasizes objectively on phenomena which are then studied quantitatively (Sugiyono, 2012: 13). This study discusses the effect of transformational leadership on burnout with organizational commitment as a mediating variable.

The population in this study were Hospital X nurses totaling 194 employees. Meanwhile, the sampling technique used was simple random sampling method. To calculate the required number of samples through a questionnaire, the Slovin formula is used:

Where:

N: sample size

N: population size

e: inaccuracy leeway due to error

The sample size is determined by a percentage level of 10% so that by using the formula the number of samples is obtained as follows:

$$n = \frac{N}{(1 + N.e^2)}$$

$$n = \frac{194}{(1 + 194.0,1^2)}$$

$$n = \frac{194}{(1 + 1,94)}$$

$$n = \frac{194}{2,94}$$

$$n = 65,98 = 66$$

Thus, from 194 nurses at Hospital X, 66 employees are used as a sample.

RESULTS AND DISCUSSION

Validity and Reliability Test

To measure the reliability of a construct in PLS-EM with the SmartPLS application, two ways are used that is with Cronbach's Alpha and Composite Reliability. However, the assessment using Cronbach's Alpha gives a lower value so it is recommended to use Composite Reliability and the value must be more than 0.7.

Table 1. Convergent Validity

	AVE	Composite Reliability	Cronbach's Alpha
Y	0.579	0.846	0.759
Z	0.713	0.925	0.896
X	0.474	0.807	0.762

The variable is said to have high reliability if the composite reliability value is above 0.7 and AVE is above 0.5.

The following is the outer model test result which shows the outer loading value using the SmartPLS v 3.2.7 analysis tool.
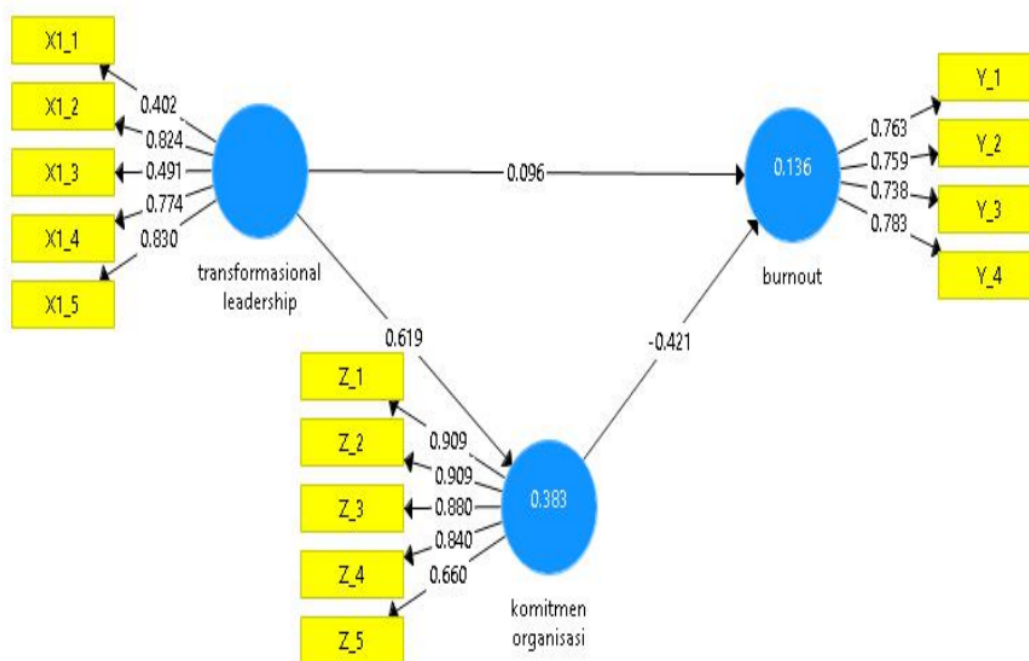

Image 1. Outer Model Test Results

Table 2. Loading Factor Value for all Construct variables

Construct	Code Item	Loading Factor
Transformational Leadership (X1)	X1.1	0.402
	X1.2	0.824
	X1.3	0.491
	X1.4	0.774
	X1.5	0.830
	Z.1	0.909
	Z.2	0.909
Organizational Commitment (Z)	Z.3	0.880
	Z.4	0.840
	Z.5	0.660
Burnout (Y)	Y.1	0.763
	Y.2	0.759
	Y.3	0.738
	Y.4	0.783

Based on the estimation results of loading factor in the table above, the item value generated by the construct is said to be valid if it meets the standard value of convergent validity which is more than 0.7.

Discriminant Validity
It is a cross loading factor value that is useful for knowing whether a construct has sufficient discriminant by comparing the loading value of the intended construct, and it must be greater than the other values with a standard value of > 0.7.

Table 3. Cross Loadings

	(Y)	(Z)	(X)
X1.1	0.110	-0.036	0.402
X1.2	-0.165	0.634	0.824
X1.3	0.039	0.165	0.491
X1.4	-0.105	0.300	0.774
X1.5	-0.125	0.469	0.830
Y.1	0.763	-0,242	0.023
Y.2	0.759	-0,232	-0.109
Y.3	0.738	-0,309	-0,216
Y.4	0.783	-0,307	-0.187
Z.1	-0.285	0.909	0.609
Z.2	-0.347	0.909	0.500
Z.3	-0.377	0.880	0.495
Z.4	-0.276	0.840	0.570
Z.5	-0.237	0.660	0.418

Composite Reliability
To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two ways are used that is with Cronbach's Alpha and Composite Reliability. However, the assessment using Cronbach's Alpha gives a lower value so it is recommended to use Composite Reliability and the value must be more than 0.7.

Table 4. Constructs of Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	(AVE)
Burnout (Y)	0.759	0.846	0.579
Organizational Commitment (Z)	0.896	0.925	0.713
Transformational Leadership (X)	0.762	0.807	0.474

One Order Confirmatory Factor Analysis
In PLS, one order construct testing will go through one level, namely the analysis which is carried out from the latent construct to the items of each variable. Then, in bootstrapping, the table value of path coefficient will show the significant level of each construct indicator (dimension) to the latent variable under the condition that the t-statistic value is > 1.96 (Ghozali and Latan, 2015) and the p-value is < 0.05.

Table 5. Path Coefficients

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
organizational commitment -> burnout	-0,421	-0.444	0.135	3,120	0.002
transformational leadership -> burnout	0.096	0.102	0.193	0.498	0.619
transformational leadership -> organizational commitment	0.619	0.644	0.063	9,802	0,000

Evaluation of the Structural Model (Inner Model)

The structural model evaluation aims to predict the relationship between latent variables based on the substantive theory of the structural model evaluated by using the R-square for the dependent construct.

R-Square (R2)

R-Square is used to measure the prediction strength of the structural model. R-Square describes the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. R-square values of 0.67, 0.33 and 0.19 indicate a strong, moderate and weak model (Chin et al., 1998, as cited in Ghozali & Latan, 2015).

Table 6. R-Squares

Item	R Square	R Square Adjusted
Burnout	0.136	0.109
Organizational Commitment	0.383	0.373

The effect of transformational leadership on organizational commitment

The results of data analysis prove that transformational leadership has a direct positive effect on organizational commitment. Thus, it can be stated that transformational leadership can increase organizational commitment of nurses. Hospital X nurses think that the leader is not only the boss they respect when in the organization, but also the attention given to the nurses' personal complaints and problems.

The Effect of Transformational Leadership on Burnout

The results of data analysis prove that transformational leadership has no direct positive effect on burnout. Thus, it can be stated that transformational leadership is not a factor that can directly reduce burnout in nurses. Hospital X nurses feel that the leader has paid attention to nurses' personal complaints and problems but has not been able to reduce their burnout level.

The Effect of Organizational Commitment on Burnout

Based on data analysis results, it is proven that organizational commitment has a direct effect on burnout. Organizational commitment can reduce the burnout of the nurses. The higher the commitment, the lower the burnout. Hospital X nurses have a sense of commitment to stay afloat as a form of dedication to their duties as a health worker at Hospital X, so that the burnout rate can be effectively reduced.

The Effect of Transformational Leadership on Burnout through Organizational Commitment

Based on the results of statistical tests, it is known that the effect of transformational leadership on burnout mediated by organizational commitment has a significant effect. This means that organizational commitment has an effect in mediating the relationship between transformational leadership and burnout. Organizational commitment that has strong values in nurses is instilled by their leader, especially the values of large organizations that overshadow their hospital.

CONCLUSION

Based on the data analysis carried out and the discussion stated, the following conclusions are obtained:

1. Transformational leadership has a significant effect on organizational commitment.
2. Organizational commitment has a significant effect on burnout.
3. Transformational leadership has no direct effect on burnout.
4. Transformational leadership has a significant effect on burnout through organizational commitment as the mediating variable.

REFERENCES

1. Cannon, NH, & Herda, DN (2016). Auditors' Organizational Commitment, Burnout, and Turnover Intention: A Replication. Behavioral Research in Accounting, 28 (2), 69-74.
2. Dee, J. R, Henkin, AB, and Singleton, CA (2006). Organizational Commitment of Teachers in Urban Schools Examining the Effects of Team Structures. Urban Education, 41 (6), 603-627.
3. Indra, and Farida. (2016). The Influence of Transformational Leadership on Organizational Commitment at PT. Bank Rakyat Indonesia (Persero) Tbk. Tuanku Tambusai Pekanbaru branch. JOM FISIP Vol. 3 No.2 - October 2016, 1-10.
4. Kusumaputri, ES (2018). Commitment to Organizational Change (Organizational Change in Islamic and Psychological Perspective). Yogyakarta: Deepublish.
5. Napirah, et al. (2016). The Relationship between Organizational Culture and Leadership Style with Organizational Commitment to Nurses in Inpatient Rooms at the Regional General Hospital (RSUD) Undata Palu. Journal of Public Health, Journal of Preventives, Volume 7 Number 1, March 2016, 1-64.
6. Riniwati, H. (2016). Human Resource Management (Main Activist and HR Development). Malang: UB Press.
7. Rukmana, and Harini. (2017). The Influence of Individual Characteristics, Leadership Style and Organizational Culture on Organizational Commitment at the Bogor Regency DPRD Secretariad. Visionida Journal, Volume 3 Number 1, December 2017, 1-13.
8. Schermerhorn, JR et al. (1992). Managing Organizational Behavior: First Canadian edition. Wiley. Simic Ivana, (1998). Transformational Leadership – The Key to Successful Management of Transformational Organizational Change, The scientific Journal FACTA Series: Economics and Organization, 1 (6), 49- 55.
9. Steer, RM (1977) Antecedents and Outcomes of Organizational Commitment. Administrative science Quarterly, 22, 46-56. Supramono, et al. (2015). The Effect of Organizational Culture, Personality, Work Motivation to Teachers' Organizational Commitment. International Journal of Managerial Studies and Research (IJMSR) Volume 3, Issue 6, June 2015, 165-170.
10. Triyono, U. (2019). Transformational Leadership in Education (Formal, Non-Formal and Informal), First Matter. Yogyakarta: Deepublish.
11. Ulum, C. (2016). Organizational Behavior: Towards an Empowerment Orientation. Malang: UB Press.
12. Umiarso. (2018). Prophetic Transformational Leadership: Study of Integralistic Ontos Paradigmatics in Islamic Educational Institutions, First Edition, 1st Edition. Jakarta: Prenadamedia Group.

13. Utamingsih, A. (2014). Organizational behavior. Malang: UB Press.
14. Authority, and Son. (2018). The Influence of Organizational Culture on Organizational Commitment Mediated Job Satisfaction (Study at PT. Bening Badung Bali). E-Journal of Management of Udayana University, Vol. 7, No. 6, 2018: ISSN: 2302-8912, 3027-3058.

transformational-leadership

5   D Amelia, L Syukmayettil, Zuripal. "The Effect of Business Knowledge, Business Skill, Self Confidence and Innovation on Business Performance of Small and Medium Industry in the City of Bukittinggi", IOP Conference Series: Earth and Environmental Science, 2021
Publication

      1%

6   Zainab Zuhair Ali, Fatimah J. Al-Hasani. "Evaluation of Surface Roughness of Some Biomedical Titanium Alloys by Pack Cementation Coating", Key Engineering Materials, 2021
Publication

      1%

7   www.lindenwood.edu
Internet Source

      1%

8   knepublishing.com
Internet Source

      1%

9   etd.uum.edu.my
Internet Source

      1%

10   etds.lib.ncku.edu.tw
Internet Source

      1%

11   Aftab Hameed Memon, Ismail Abdul Rahman. "SEM-PLS Analysis of Inhibiting Factors of Cost Performance for Large Construction Projects in Malaysia: Perspective of Clients

      1%

and Consultants", The Scientific World Journal, 2014
Publication

12   Dereje Alemayehu, Shimeles Ololo, Yibeltal Siraneh. "Organizational Commitment and Associated Factors Among Health Professionals Working in Public Health Facilities of Benchsheko Zone Southwest Ethiopia", Research Square, 2021   1%
Publication

13   eprints.keele.ac.uk   1%
Internet Source

14   David Morris, Geoffrey Wood, Arzmi Yaacob Yaacob. "Securing Diversity in Human Resources: Lessons from Malaysia", Asia Pacific Business Review, 2001   <1%
Publication

15   eber.uek.krakow.pl   <1%
Internet Source

16   jurnal.untagsmg.ac.id   <1%
Internet Source

17   e-journal.unipma.ac.id   <1%
Internet Source

18   www.enrichment.iocspublisher.org   <1%
Internet Source

19 John A. Ross, Peter Gray. "Transformational leadership and teacher commitment to organizational values: The mediating effects of collective teacher efficacy", School Effectiveness and School Improvement, 2007
Publication

<1%

20 Onne Janssen *. "The barrier effect of conflict with superiors in the relationship between employee empowerment and organizational commitment", Work & Stress, 2004
Publication

<1%

21 journals.sagepub.com
Internet Source

<1%

22 repository.smuc.edu.et
Internet Source

<1%

23 repository.stie-mce.ac.id
Internet Source

<1%

24 Maya Novitasari, Dian Agustia. "Green supply chain management and firm performance: The mediating effect of green innovation", Journal of Industrial Engineering and Management, 2021
Publication

<1%

25 ejurnal.mercubuana-yogya.ac.id
Internet Source

<1%

26 rjoas.com
Internet Source

<1 %

27 Michael Asiedu Gyensare, Olivia Anku-Tsede, Mohammed-Aminu Sanda, Christopher Adjei Okpoti. "Transformational leadership and employee turnover intention", World Journal of Entrepreneurship, Management and Sustainable Development, 2016
Publication

<1 %

28 Benjamin Mekpor, Kwasi Dartey-Baah. "Leadership styles and employees' voluntary work behaviors in the Ghanaian banking sector", Leadership & Organization Development Journal, 2017
Publication

<1 %

Exclude quotes	Off	Exclude matches	Off
Exclude bibliography	On		