The Role of Transformational Leadership , Trust, Psychological Well-Being, and Organizational Culture on Organizational Commitment (Study on Hotel Employees in Serang City)

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Abstract- *The purpose of this study is to re-examine the relationship between transformational leadership and organizational commitment and whether trust, psychological well-being, and organizational culture mediate relationships in the context of the hospitality industry. Data were collected using purposiv e sampling and questionnaires as the research instrument from 156 professionals employed in hotels in Serang. This study use d Partial Least Square (PLS) to analyze the data. The result s show edthat transformational leadership has a positive effect on trust, psychological well-being, and organizational culture. This study also confirmed that trust, psychological well-being, and organizational culture can mediate the relationship of transformational leadership on organizational commitment.*

Keywords: Transformational Leadership, Trust, Psychological Well- B eing, Organizational Culture, Organizational C ommitment

1. Introduction

The hospitality industry is an industry that intensively uses human resources which can make a difference in terms of service quality and organizational competitiveness. Transformational leadership is very important in the hotel industry, which requires human resources who are committed and able to solve consumer problems (Arustei, 2013) . Currently the hotel industry is increasingly competitive, consumers are smart in finding products and services that are able to exceed consumer expectations (Jung & Yoon, 2013) . In organizations, transformational leadership types foster employee satisfaction in terms of work and commitment to the organization, which leads to superior customer service and increased organizational performance (Dai *et al* ., 2013)

Organizations need leaders who are able to increase motivation and commitment among followers with charismatic behavior and personality characteristics, have the ability to influence employees and are able to motivate employees to achieve organizational goals. Leaders with such characteristics are called transformational leaders (Bass & Avolio 1997)

Although many studies have looked at the relationship between transformational leadership and organizational commitment, there are still gaps. The study conducted by Jain, Duggal, and Ansari (2019) has considered trust and psychological well-being as an influencing mechanism between transformational leadership and organizational commitment, but it is necessary to explore interactional variables in the existing relationship so that it will add to the construct of organizational commitment.

Yiing and Ahmad (2009) stated that the behavior of leaders was found to be related to organizational commitment, and organizational culture as an intermediary. According to Meyer *et al* . (2010) the commitment of an organization can be strengthened by changing the organizational culture in the appropriate direction. Organizational culture can be formed through the behavior and beliefs of each person in the

organization, because working under the same conditions, the culture formed allows for mutual understanding and work effectively (Aydin & Ceylan, 2009) .

Based on the background description, the aim of this research is to review the relationship between transformational leadership and organizational commitment and whether trust, psychological well-being, and organizational culture mediate the relationship in the context of the hospitality industry.

A. Transformational Leadership and Trust

Much of the literature reveals that trust is frequently cited in discussions of transformational leadership more than any other leadership theory (Dirks & Ferrin, 2002) . Bartram & Casimir (2007) found that transformational leadership is related to trust in the leader. The results of the study of Podsakoff *et al.* , 1990) proved that aggregate transformational behavior was significantly related to trust in leaders.

A major factor in the relationship between transformational leaders and their employees is trust. This was observed in several studies, namely by Dirks and Ferrin (2002) and Dirks and Skarlicki (2004) which stated that a leader, who is characterized by an effective transformational style, is very likely to gain the trust of his subordinates. The four components of transformational leadership, namely perfect mastery, inspiring spirit, intellectual drive, and personal outlook (Bass & Avolio, 1997) , contribute to strengthening *cognition-based trust* and *affect-based trust* . The research hypotheses raised are:

H1:   Transformational leadership has a positive effect on trust

B. Transformational Leadership and Psychological Well-being

Gilbreath and Benson (2004) show that the positive behavior of superiors has contributed significantly to employee welfare. Van Dierendonck *et al* . (2004) conducted a study on leader behavior and the effect of this on *affective well-being* and *context-free psychology* , the results show that *high-quality leadership behavior is* associated with increased employee well-being. Sy, Côté, and Saavedra (2005) also stated that the positive *mood* of the leader affects group performance.

Transformational leaders turn stressful situations into development opportunities necessary for personal growth, which makes employees feel calmer and motivated to handle the situation (Shamir, House, & Arthur, 1993) . This is also stated by Sosik and Godshalk, (2000) that transformational leadership can minimize stress experienced by employees through mentoring programs. The research hypotheses raised are:

H2:   Transformational leadership has a positive effect on social welfare

C. Transformational Leadership and Organizational Culture

Bass and Avolio (1993) argue that leadership and culture are so closely related that it is possible to describe an organizational culture characterized by the quality of change. According to Bass (1985) , transformational leaders work with the existing organizational culture but also pay attention to changes in organizational culture. Bass said that transformational leadership can improve working conditions which can be seen through the success of achieving goals, self-actualization, and personal improvement.

Bass and Avolio (1993) suggest that a transformational leader is able to move the organization towards better transformational qualities in organizational culture, namely achievement, intellectual stimulation, and individual consideration. Therefore, this confirms that transformational leadership has an effect on organizational culture. Block (2003) found that employees who rated their immediate superiors highly in relation to transformational leadership were of the view that the more organizational culture in the workplace was adaptive, involved all employees, carried out internal integration, and had a clear mission. The research hypothesis proposed by n is:

H3:   Transformational leadership has a positive effect on organizational culture

D. Organizational Trust and Commitment

According to Clarke (2002) trust is an important component of an effective relationship. In addition, being a trustworthy person is an important qualification that a leader has. Trust provides many benefits in organizational life. An atmosphere of trust has an important role in openness, effective communication and organizational effectiveness (Tschannen-Moran, 2001) . In organizations where trust is dominant, people can

see openness, responsible employees, productivity, organizational commitment, organizational culture, teamwork, high job satisfaction, and participation in decision making (Buyukdere & Solmus, 2006) .

Nicholson and Johns (1985) noticed that employees with high trust in the organization will have a work ethic which in turn fosters strong organizational commitment. Studies have found that trust has a large positive impact on emotional commitment (Brockner *et al* ., 1997 ; Schoorman, Mayer, & Davis, 2007) and therefore has significant positive implications for organizational commitment. Several studies have empirically confirmed that trust in *employers* affects lower *turnover* (Ferres, Connell, & Travaglione, 2004) , higher commitment (Tan & Tan, 2000) and higher organizational support (Sousa-Lima, Michel, & Caetano). , 2013) . The research hypotheses raised are:

H4:   Trust has a positive effect on organizational commitment

E. Psychological Well-Being and Organizational Commitment

Diener *et al* ., (1999) view subjective well-being as a broad phenomenon that includes emotional responses, satisfaction, and assessments of life satisfaction. In this conceptualization, well-being is characterized by an emotional component, namely a pleasant influence, and the absence of an unpleasant influence and a cognitive component, namely life satisfaction, and satisfaction in certain domains such as work (Diener, Oishi, & Lucas, 2003) . Charismatic leaders enable their followers to experience positive emotions by communicating kind and positive words (Bono & Ilies, 2006) , which can increase the level of commitment of their employees.

Jamal and Khan (2013) revealed that there was a positive relationship between organizational commitment and the psychological well-being of employees. The research hypotheses raised are:

H5:   Psychological well-being has a positive effect on organizational commitment

F. Organizational Culture and Organizational Commitment

Culture according to Pacanowsky & O'Donell-Trujillo (1982) becomes a guide for the organization itself. Organizational culture is one of the significant factors of employee satisfaction (Moynihan & Pandey, 2007) . A strong organizational culture supports adaptation and developing employee performance by motivating employees to achieve common goals (Uddin, Luva, & Hossain, 2012) .

According to Acar (2012) ensuring sustainable and desired work outcomes by employees, causes a positive impact on organizational commitment. According to Meyer *et al* ., (2010) , organizational commitment can be increased by changing the organizational culture to be positive. This is very useful to apply in terms of organizational change. Similarly, leadership behavior has a positive relationship with organizational commitment (Özşahin *et al* ., 2013) . The research hypotheses raised are:

H6:   Trust has a positive effect on organizational commitment

G. The Role of Trust as a Mediating Relationship Between Transformational Leadership and Organizational Commitment

In some studies, trust has been observed as a mediator, in the transformational leadership paradigm (Neeraj, 2009) , while others have seen trust as an intermediary in the interaction between transformational leadership and outcomes (Jung & Avolio, 2000) .

Goodwin *et al* . (2011) tested the trust variable as an intermediary variable in the relationship between transformational leadership and other variables. Trust is used to fully mediate the relationship between transformational leadership behavior with organizational citizenship behavior and performance with affective commitment. The research hypotheses raised are:

H7:   Trust mediates the relationship between transformational leadership and organizational commitment

H. The Role of Psychological Well-Being as a Mediating Relationship Between Transformational Leadership and Organizational Commitment

Bono and Ilies (2006) analyzed the influence of charismatic leaders on followers' moods and found that followers can follow the leader to experience positive emotions by using positive keywords in communicating.

A study conducted by Jain, Duggal, and Ansari (2019) proved that psychological well-being mediates the relationship between transformational leadership and organizational commitment. The research hypotheses raised are:

H8:   Psychological well-being mediates the relationship between transformational leadership and organizational commitment

I. The Role of Organizational Culture as a Mediating Relationship Between Transformational Leadership and Organizational Commitment

Yiing and Ahmad (2009) stated that the behavior of the leader was found to be related to organizational commitment, and organizational culture as an intermediary. The results of the study by Allen and Meyer (1990) argue that organizational commitment can be seen in different forms so that employees can feel different commitments both to work, superiors, work groups, and organizations. The research hypotheses raised are:

H9:   Organizational culture mediates the relationship between transformational leadership and organizational commitment

II. METHOD

This research method is quantitative research. The type of research used is explanatory. The main respondents are professionals in hotels in Serang City . Data were collected by questionnaire, using non-*probability sampling* with *purposive sampling method* . The *purposive sampling technique was* carried out by setting several criteria for the observed respondents , namely: 1) respondents were employees of 4-star hotels; 2) the location of the hotel is in Serang; and 3) the respondent's length of service is at least 1 year.

To determine the sample, the researcher multiplied the number of questionnaire questions by five to ten (Hair *et al* ., 2014 & Pureanto et al. 2021) . Thus, the number of questions is 22 questions so that the minimum sample size is 110 people. Researchers finally set a total of 156 samples. Statistical analysis in this study uses Partial Least Square or PLS-SEM approach with SmartPls *software* .

In this study, there are five research variables used, namely transformational leadership, trust, psychological well-being, organizational culture, and organizational commitment .

III. RESULTS AND DISCUSSION

A. Characteristics of Respondents

The total respondents are 156 hotel professionals in Serang City , with the data in table 1 below.

Table 1 . Respondent Data

	Aspect	Frequency	%
Gender	Man	116	74
	Woman	40	26
Age	< 30 years old	48	30.8
	> 30-40 years old	62	40
	> 40 years	46	29.2
Education	senior High School	32	20.5
	D1-D3	68	43.6
	D4/S1	43	27.5
	Other	13	8.4
Length of work	< 5 years	48	30.8
	5-10 years	34	21.8
	>10 years	74	47.4

Source: Data Processing Results (2020)

The majority of respondents are male, as much as 74% while 26% are female. Respondents are dominated by the age range of 30-40 years, namely 40%; less than 30 years as much as 30.8%; and 29.2% aged over 40

years. The education status of the most respondents was D1-D3 as much as 43.6%; D4/S1 is 27.5%; SMA 20.5%; and others as much as 8.4%. The length of work of respondents who are more than 10 years is 47.4%, less than five years is 30.8%; and 5-10 years as much as 21.8%.

B.   Measurement Model

To evaluate the measurement model using *convergent validity*, *discriminant validity*, *composite reliability*, and *Average Variance Extracted*.
The criteria are as follows:

- *Convergent validity* > 0.7
- *Discriminant validity* = AVE > correlation value between variables
- *Composite reliability* > 0.7
- *Average Variance Extracted* (AVE) > 0.5

Table 2 . Measurement Model Evaluation

Construction & *items*	*outer Loading*
Transformational Leadership (KT) (AVE = 0.799, CR = 0.941)	
KT 1	0.914
KT 2	0.932
KT 3	0.857
KT 4	0.870
Trust (KE) (AVE = 0.850, CR = 0.958)	
NUMBER 1	0.892
2ND	0.953
THE 3RD	0.941
TO 4	0.899
Psychological Well-Being (KP) (AVE = 0.710, CR = 0.924)	
KP 1	0.839
KP 2	0.874
KP 3	0.877
KP 4	0.836
KP 5	0.782
Organizational Culture (BO) (AVE = 0.736, CR = 0.918)	
BO 1	0.897
BO 2	0.875
BO 3	0.853
BO 4	0.805
Organizational Commitment (KO) (AVE = 0.760, CR = 0.940)	
KO 1	0.868
KO 2	0.878
KO 3	0.871
KO 4	0.861
KO 5	0.879

Source: Data Processing Results (2020)

Table 3 shows that, all *the items* have value *loading factor* > 0.7 , d ith so all of her is valid . N use values AV E ranging   from 0.710 to 0.850. Reliability   test   is   done   by   calculating *composite   reliability* . The *composite*

reliability value shows > 0.7. Discriminant validity criteria are met if the AVE root value > the correlation value between variables in the model. Table 4 shows that the *discriminant validity* test has met the criteria, namely the AVE root value is greater than the correlation value between variables.

Table 3 . Discriminant Validity Test

	Organizational culture	Transformational leadership	Trust	Psychological Wellbeing	Organizational Commitment
Buying decision	0.858				
Transformational leadership	0.675	0.894			
Trust	0.515	0.513	0.922		
Psychological Wellbeing	0.543	0.531	0.495	0.842	
Organizational Commitment	0.552	0.517	0.603	0.677	0.872

Source: Data Processing Results (2020)

C. Structural Model

In evaluating the structural model, what is done is calculating R^2 , *collinearity* test and hypothesis testing. Figure 2 explains that the R² value for confidence is 0.263; psychological well-being of 0.282; organizational culture of 0.456; and organizational commitment of 0.568. This figure explains that trust is explained by transformational leadership by 26.3%, the remaining 73.7% is explained by other variables. Psychological well-being is explained by transformational leadership by 28.2%, the remaining 71.4% is explained by other variables. Organizational culture is explained by transformational leadership by 45.6%, the remaining 54.4% is explained by other variables. Then organizational commitment is explained by the construct of trust, psychological well-being, and organizational culture by 56.8%, the remaining 43.2% is explained by other variables not included in the research model.

Next is the *collinearity* test *,* with the criteria for the VIF value to determine whether there is a tendency for *collinearity to* be a maximum of 5.0. Table 4 shows that the VIF value is below 5.0 so it can be concluded that there is no *collinearity* trend in the research model.

Table 4 . *Collinearity* Test Results

As a predictor of Trust		As a predictor of Psychological Well-being		As a predictor of Organizational Culture		As a predictor of Organizational Commitment	
Construct	VIF	Construct	VIF	Construct	VIF	Construct	VIF
KT	1,000	KT	1,000	KT	1,000	TO	1,495
						KP	1,558
						BO	1,601

Information:
KT = Transformational Leadership
KE = Trust
KP = Psychological Well-being
BO = Organizational Culture

Source: Data Processing Results (2020)

Hypothesis testing is to determine whether the influence between variables is supported or not supported. The hypothesis in this study is the *directional hypothesis*, so it is carried out with a *one-tailed test*. If the t-value is more than 1.96, and the *p-values are* less than 0.05, it can be stated that the hypothesis is supported.

Table 5 . Direct Effect Hypothesis Test Results

Hypothesis	Connection	Path Coefficient	t- count	p-value	Results
H1	Transformational Leadership→ Trust	0.513	5,381	0.005	Supported
H2	Transformational Leadership→ Psychological Wellbeing	0.531	4,885	0.000	Supported
H3	Transformational Leadership→ Organizational culture	0.675	10.352	0.000	Supported
H4	Trust→ Organizational Commitment	0.304	4,479	0.000	Supported
H5	Psychological Well-being→ Organizational Commitment	0.441	6,732	0.000	Supported
H6	Organizational Culture→ Organizational Commitment	0.156	2,726	0.000	Supported

Source: Data Processing Results (2020)

Based on the results of hypothesis testing in Table 5, it is explained that for H1, H2, H3, H4, and H5 are supported.

Table 6 . Indirect Effect Hypothesis Test Results

Hypothesis	Connection	z- value	p-value	Results
H7	Transformational Leadership→ Trust→ Organizational Commitment	3,478	0.005	Supported
H8	Transformational Leadership→ Psychological Well-being→ Organizational Commitment	3,983	0.006	Supported
H9	Transformational Leadership→ Organizational Culture→ Organizational Commitment	2,648	0.008	Supported

Source: Data Processing Results (2020

U ji Sobel by using *Sobel Test Calculator* result can be seen in Table 6 , namely that H7, H8, and H9 supported because *the z-values* of more than 1.96 and *p-values* less than 0.05. Based on these results it can be concluded that trust, psychological well-being, and organizational culture mediate the effect of transformational leadership on organizational commitment.

D.   Discussion

The results of hypothesis testing for the first hypothesis (H1), namely that transformational leadership has a positive effect on trust are supported. The stronger the transformational leadership, the higher the trust in the leader. It se barrel with the results of research from Bartram and Casimir (2007) who found that transformational leadership is about trust to the leader. In the relationship between transformational leaders and their employees there is a sense of trust. An effective transformational leader style is able to generate trust from his subordinates (Dirks & Ferrin, 2002 ; Dirks & Skarlicki, 2004) . Leadership style can affect employee confidence in superiors. In the hospitality industry , employee recognition and engagement , influences behavior in service delivery to guests . Therefore, maintaining the relationship between employees and superiors is important.

The results of the second hypothesis test (H2), namely that transformational leadership has a positive effect on psychological well-being is supported. The stronger the transformational leadership it will lead to an increase in psychological well-being. These results support Gilbreath and Benson (2004) who prove that positive behavior from leaders has contributed significantly to employee welfare. Transformational leaders turn stressful situations into development opportunities necessary for personal growth, which makes employees feel calmer and motivated to handle situations (Shamir *et al* ., 1993) . This is very much needed in the hospitality industry because employees who work in hotels, which are the service sector with relatively long working hours, are very susceptible to stress.

The results of the third hypothesis test (H3), namely that transformational leadership has a positive effect on organizational culture is supported. The stronger the transformational leadership, the stronger the organizational culture will be. These results are in line with a study conducted by Block (2003) that employees who have good judgments about transformational leaders form a positive view of organizational culture. Ljungholm (2014) suggests that transformational leadership through the quality of relationships with employees can improve performance. Achievement of performance by employees is influenced by the organizational culture created by the organization. Transformational leadership shapes organizational values so that it has a function in creating organizational culture. Organizational culture is able to control the behavior of organizational members. The behavior of organizational members in the hospitality industry is very important because it is a representation of the products offered.

The results of the fourth hypothesis test (H4) that trust has a positive effect on organizational commitment are supported. The higher the level of trust in the leader, the higher the commitment to the organization. These results confirm the research of Brockner *et al* . (1997) and Schoorman, Mayer and Davis (2007) who found that trust has a large positive effect on emotional commitment, resulting in significant positive implications for organizational commitment. One of the industrial sectors with a relatively high employee *turnover* rate is the hotel industry. The current growth in the number of hotels encourages employees to move due to factors such as compensation, lack of opportunities for growth, an uncomfortable working atmosphere, and so on. Trust employees to the employer in this case is the organization, will have an impact on the level of *turnover* low (Ferres, Connell & Travaglione, 2004) .

The results of the fifth hypothesis test (H5) that psychological well-being has a positive effect on organizational commitment are supported. The better the psychological well-being of employees, the higher the commitment to the organization. This result is in accordance with the statement of Jamal and Khan (2013) who stated that there was a positive relationship between organizational commitment and the psychological well-being of employees. This study revealed that the majority of the participating respondents had more than 10 years of service. This shows that a hotel employee who felt the psychological well-being in the workplace at the end were able to generate relationships are positive towards organization oriented to the formation of commitment. Meyer and Allen (1997) stated that organizational commitment is the will of employees to continue working with the organization.

The results of the sixth hypothesis test (H6) that organizational culture has a positive effect on organizational commitment is supported. The stronger the organizational culture, the stronger the commitment to the organization. These results support the study of Meyer *et al* . (2010) which states that a positive organizational   culture   will strengthen organizational   commitment. Luthans,   Baack, and Taylor (1987) , conducted a study and reported that employee attitudes towards organizational culture based on the age variable showed significance . Cohen (1993) emphasized in his study that the early age group, which is above 30 years, has a higher relationship to organizational commitment than other age groups. Respondents in this study, the majority aged more than 30 to 40 years, indicating that in this age group range employees have a strong commitment to the organization. In improving the quality of service in the hospitality industry is determined by

several factors such is the factor of corporate culture , and human resources (Melian-González & Bulchand-Gidumal, 2016) . By building organizational culture and human resources, it will strengthen organizational commitment.

The results of the seventh hypothesis test (H7), namely that trust mediates the relationship between transformational leadership and organizational commitment is supported. This agrees with the results of a study conducted by Neeraj (2009) ; Jung and Avolio, (2000) ; Goodwin *et al* . (2011) ; and Jain, Duggal, and Ansari (2019) who explained that transformational leadership influences organizational commitment indirectly through trust. In achieving organizational goals, in this context is the hotel industry, employees especially those who are in direct contact with hotel guests need support from superiors, and the hard work that has been done gets attention and is appreciated. This fosters trust in superiors and the organization, thereby increasing employee commitment. Employees will try even harder for the organization to achieve the goal of providing excellent service to guests.

The results of the eighth hypothesis test (H 8) that psychological well-being mediates the relationship between transformational leadership and organizational commitment is supported. These results agree with the results of research by Jain, Duggal, and Ansari (2019) which tested that transformational leadership affects organizational commitment indirectly through psychological well-being. Employee job satisfaction in the hotel industry consists of six factors, namely work groups, quality of supervision , cooperative working conditions , self-development, compensation , and job characteristics (Eka Arista Ramayanti, Ariani, & Muriawan Putra, 2017) . Leadership is one of the determining factors for employee job satisfaction in hotels, which in turn can increase employee commitment to the organization.

The results of the ninth hypothesis test (H9) that organizational culture mediates the relationship between transformational leadership and organizational commitment is supported. This is in accordance with Yiing and Ahmad (2009) who stated that the behavior of the leader was found to be related to organizational commitment, and organizational culture as an intermediary. A new work culture is always created to anticipate the evolving needs and desires of guests (Valentine, Godkin, Fleischman, & Kidwell, 2011) through developing employee participation in the decision-making process, implementing superior service standards, and improving communication.

IV. Conclusion

D nature of this study proved positive effect of transformational leadership on trust, welfare psychology s and, the organizational culture. This happens because the hotel industry provides a lot of different jobs that are characterized by the level of complexity of the work. Transformational leaders can provide support and encouragement for employees in achieving optimal performance, and this is influenced by a sense of trust in the leader, psychological well-being of employees, and the organizational culture of the hotel.

In addition, trust, psychological well-being, and organizational culture are able to mediate the effect of transformational leadership on organizational commitment. Transformational leadership as a leadership style in the hospitality industry is needed to strengthen employee commitment to the organization, and factors of trust, psychological well-being and organizational culture are able to mediate this relationship.

This study presents a model consisting of transformational leadership , trust, psychological well-being , organizational culture, and organizational commitment. There is not much literature on the relationship between these variables, especially in the hotel industry . Therefore, by examining relationships , this study attempts to fill this gap , and contribute to new approaches related to organizational commitment.

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