
**TRANSFORMATIONAL RECTOR LEADERSHIP IN BUILDING
ORGANIZATIONAL COMMITMENT AND COMPENSATION
TOWARDS JOB SATISFACTION OF NON-LECTURER STAFF
(EDUCATION STAFF)**

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Abstract: The research is focused on applied model of Job Satisfaction. It finds out the influence of transformational leadership, organizational commitment and compensation towards Job Satisfaction in Mercu Buana University. The research approach used is quantitative approach with explanatory survey method (questionnaire). Research data is analyzed descriptively using inferential statistics with regressions. The subjects of this research are human resources (107 Education staff employees). The result of the research shows that transformational leadership, organizational commitment and compensation have thoroughly significant and positive (53.2%) influence on Job Satisfaction. The research result shows that transformational leadership influence significantly (30.4%) towards job satisfaction. There is significant influence of organizational commitment (16.5%) towards job satisfaction. there is significant influence of compensation (80.2%) towards job satisfaction. When those variables are combined or applied well by the Mercu Buana University, there will be an increase on job satisfaction. Employees who are engaged will do their tasks better than those who are not engaged, so employees' productivity will improve, resulting in the increased performance of the Mercu Buana University as well. Therefore, Rector of Mercu Buana University has made program and strategy plan for the future which are also must address issues in higher education, i.e. global (competitiveness & professionalism, international standardization, and networking/linkage), national (job satisfaction for employees in order to create commitment organizational, compensation and achieving job performance) level.

Keyword: Transformational Leadership, Organizational Commitment, Compensation, Job Satisfaction.

INTRODUCTION

In this globalization era, the management of human resources in college environment needs to change its paradigm to be competence-based applying people-centered management based on principles (psychology, economy, culture, and religion) that focus on human resources. Organization is treated based on skill, competence, capability, team building, creativity, innovation, emotional intelligence, leadership, organizational commitment, discipline, and job satisfaction. Therefore, leaders of organization play an important role to lead the company to reach success. Furthermore, the management of human resource competence becomes the key element for the leaders to increase the organization performance.

Success in university management depends on rector leadership. Stewart (2006) and Boyer (2010) conclude that “only two words from Leadership type are suitable for a university, i.e. transformational leadership”. Transformational leadership model is the best leadership concept in explaining the success of leader (Saros and Santora, 2001). Similarly, the research result of Aarons in 2006 in the context of university states that transformational leadership is closely related with performance, whether university or lecturer performance (Aaron, 2006).

Mercu Buana University is one of Private College in Lembaga Layanan Pendidikan Regional 3 Jakarta accredited A by National Accreditation Board of Private College (SK No.3001/SK/BAN-PT/Akred/XII/2016). Mercu Buana University has developed rapidly with more or less 29 thousand students, and has improved its human resource quality and quantity continuously. It is recorded that there are 969 permanent lecturers whose title are doctorate (149 people), master (820 people), and certified lecturers (217 people); all of them have possessed academic position. Additionally, there are 22 professors. Lecturers pursuing doctorate are 74 people, while for the development of non-teaching human resources academic year 2017/2018, the number of permanent non-lecturer staff is 217 people and contract employee is 192 people.

The success of UMB rector in competing makes UMB relatively successful while other private universities struggle to get students. UMB has many quality students (over 29.647 active students), supported by marketing strategy and leadership factor which are committed to the

values of work culture which satisfies consumers and users of the services of UMB graduates. Based on the researcher's observation, the rector shows transformational leadership in leading the university. The rector's work behaviors encourage the deans and lecturers to achieve the objectives they have set; care for their subordinates and pay attention to the feelings and needs of the subordinates (Providing individualized support); set example for the subordinates to be consistent with the leadership values (Providing an appropriate model); encourage the subordinates to always reconsider old assumptions and think of new ways to have optimal performance (Intellectual stimulation); reflect expectation for the subordinates to achieve high quality of work, perfection and performance (High performance expectation); identify new opportunities to develop the future organizational vision of university (Identifying and articulating a vision). The rector of UMB is very focused on the growth and development of UMB organization by setting 2004-2019 Strategic Plan or Development Master Plan (RIP) of UMB as shown in figure 1.



Source: Book of 2004 – 2019 Development Master Plan (RIP) of UMB
Figure 1: Stages of Development Master Plan (RIP) of UMB

The RIP of UMB consists of 4 stages: (a) 2004-2005 for consolidation and transitional period, (b) 2006-2010 for management reinforcement and learning efficiency period (c) 2010-2015 for excelling as a university and having advantages in the study programs, and (d) 2015-2019 for being a university which qualifies for international standard.

Based on the SWOT analysis by ISO team of UMB in the odd semester of 2017/2018 academic year, the governance system and organizational leadership of UMB is as shown in Table 1.

Table 1: SWOT Analysis of Governance System and Leadership of UMB

STRENGTH	SCORE	WEIGHT	N X B	WEAKNESS	SCORE	WEIGHT	N X B
Governance system is certified ISO 9001:2000	4	0,30	1,2	Procedure to solve ethical code isn't perfectly socialized	3	0,15	0,45
Complete organizational structure from OTK, Job Desc, Quality Target, Work Instruction and KPI Strategic Plan preparation involving all elements and experts	4	0,25	1	Program of leadership development from basic level to advanced level isn't optimal	4	0,25	1
Planning programs of Strategic Plan-MKP-Sarmut	3	0,10	0,3	Poor understanding of all employees on the strategic plan	3	0,20	0,6
Adequate managerial competency development program	3	0,20	0,6	Monitoring and audit aren't as scheduled	2	0,30	0,6
	3	0,15	0,45	Low public response on performance report	3	0,10	0,3
		1,00	3,55			1,00	2,95
Strength-Weakness Score			0,6				
OPPORTUNITY	SCORE	WEIGHT	N X B	THREAT	SCORE	WEIGHT	N X B
Institutional development program from Higher Education	4	0,30	1,2	Rapid external change on RIP	4	0,30	1,2
Consistent and strict external audit	4	0,25	1	High economic cost from external party	3	0,20	0,6
Control from media and society	3	0,15	0,45	Consistency of ethics with external environment	3	0,20	0,6
Indonesia's top 100 university program	2	0,15	0,3	Theft of publicized system	2	0,15	0,3
Foreign cooperation requiring good governance	2	0,15	0,3	Increased audit cost of third part	2	0,15	0,3
		1,00	3,25			1,00	3
Opportunity-Threat Score			0,25				

Source: 2017/2018 Academic Year Academic Report Book of UMB

It shows some strengths, weaknesses, opportunities and threats in the governance system and organizational leadership of UMB. The strength in the governance system of UMB is the implementation of quality management system. Another strength is the formation of a relatively dynamic organizational structure consistent with the demands and equipped with organizational structure, job description, job specification,

performance and reward system. The weakness of the governance system is internal audit which isn't maximum and organized. Another weakness is lack of employee understanding on strategic plan and their important role in achieving objective. In terms of weight and value, the value of the strengths is 3.55 and the weaknesses 2.95, so the difference between the strengths and the weaknesses is 0.6. therefore, the strategy of UMB in the governance system is developing strength.

Related to maximal performance achievement, leaders of organization should manage human resource (lecturers, education staff) and organization development with certain competitive advantage compared to other colleges. Competitive advantage of college organization needs to be formed through several means such as creating "a wholeheartedly service and human resources working sincerely", using modern technology and organization design, and utilizing human resource effectively. Therefore, leaders of organization should have competent leader staff, lecturers, and education staff with the same perception of vision and mission as well as good organizational commitment. Due to the rapid development of information and science, technology cannot be overcome with static traditional means. Human resource factor of college (leader staff, lecturers, and education staff) should be managed and used properly through "Optimal Transformational Leadership, Organizational Commitment and Compensation" with high job satisfaction in order to achieve the main goal of the organization. It is due to the fact that job satisfaction influences transformational, organizational commitment and compensation. Job satisfaction is employees' feeling about their job. This is in line with a statement by Davis in Mangkunegara (2017) saying that "*Job satisfaction is the favorableness or unfavorableness of employees viewing their work*". It is also said by Wexley and Yukl in Mangkunegara (2017) who state that "*Job satisfaction is the way an employee feels about his or her job*". Mudiarta (2001:257) explains various factors of dissatisfaction such as low salary, dissatisfied work environment, and poor relationship between colleagues or boss, and job which does not match one's interest. That statement is common response from employees; some of them also feel job dissatisfaction. As stated by Mangkunegara (2017), job satisfaction relates to some variables such as turnover, absence, age, job level, and organization size.

Non-lecturer staff (education staff) of college who has higher organizational commitment will contribute more than expectation in reaching organization goal. Research result of Agus and Erni (2012) concludes that employees with high commitment will have high performance and job satisfaction. On the contrary, employees with low commitment will experience difficulty in organization. Other factors may influence organizational commitment, either from internal or external condition of the employees. Both factors give big impact in creating organizational commitment. One of the most influencing factors of organizational commitment is job satisfaction. It is in line with a research result on satisfaction and organizational commitment in educational environment conducted by Research Institute Team of Surakarta Muhammadiyah University (UMS) (2003) to 1.172 students. Based on the research, it can be concluded that there are 585 (49.91%) respondents who are dissatisfied with several things such as administration service speed and quality of employees, lecturer quality, university management speed in responding student proposal. This research shows that UMS employees have important role as administration employee, lecturers, or other staff do not conduct management function optimally yet; it is proven that the employee role is not responded positively by students. The non-optimal role of the employee is caused by job dissatisfaction felt by the employees.

Job satisfaction can be influenced by several factors such as leadership, organizational commitment and compensation. Issue related to permanent non-lecturer employees (education staff) is the higher percentage of employees resigning every year. Recapitulation of Education Staff Turnover of Mercu Buana University from 2016 to 2018 is listed on Table 2.

Table 2. The Number of education staff turnover in 2016 up to 2018

Year	The Number of Education Staff (people)	Turn over (people)	(%)
2016	190	12	6.3
2017	199	15	7.5
2018	217	18	8.2

Source: Human Resource Bureau of Mercu Buana University of 2018

Table 1 shows that the number of education staff turnover in 2016 is 12 people (6.3%), in 2017 is 15 people (7.5%), and until May 2018 is 18

people (8.2%). It should be paid attention by the head of Mercu Buana University while developing organizational commitment, discipline, and job satisfaction of employee. Therefore, non-lecturer employees are expected to be able to provide professional academic administration as well as work professionally.

Based on the background of the problem indication of job satisfaction, that is, high turnover every year in Mercu Buana University, it is necessary to analyze how big simultaneous influence of organizational commitment and discipline towards job satisfaction of non-lecturer employees.

LITERATURE REVIEW

State of the Art, the field analyzed is Human Resource and Psychology studies. The following explanation contains of theoretical review of the concepts of Job Satisfaction, Transformasional Leadership, Organizational Commitment, and Compensation of Non-Lecturer Employees.

Job Satisfaction

Job satisfaction is an emotional behavior that is happy about and loves a job. This behavior is reflected on work morale, discipline, and work achievement (Fathoni, 2006). Job satisfaction is an evaluation describing a person's feeling who is happy or unhappy, satisfied or dissatisfied about his or her work (Rivai, 2004). If employees join a company, they will bring willingness, need, intention, and experience united to create work expectation. If job satisfaction identifying harmony between person's expectation and reward shows negative discrepancy, job satisfaction becomes higher.

Factors influencing job satisfaction is basically divided into two parts, that is, intrinsic factor or factor coming from the employees themselves, such as expectation and individual need, and extrinsic factor or factor coming from outside the employees such as company's policy, physical work environment, interaction with other employees, payroll system, and soon. Factors that relate or determine job satisfaction or job dissatisfaction is very wide. It is shown that a person's job satisfaction is influenced by many factors, not only salary but also something related to the job itself and other factors such as relationship with their boss, colleagues, work environment, and rules. Therefore, experts classify

factors influencing job satisfaction related to some aspects such as: salary, job, colleague, leader supervision, and position promotion. This is in line with a statement by Luthans (2006), stating that there are 5 factors influencing job satisfaction, namely:

- Salary; Employees see salary as a reflection of how the management appreciates their contribution to the company. Money not only helps a person meet his need but also creates higher job satisfaction.
- Job; Type of job can be a source of satisfaction. A job giving job satisfaction is a job considered as interesting, challenging, not boring, able to give status and career development. All of them influence job satisfaction.
- Colleague; Cooperative colleagues or team members are commonly the simplest source of job satisfaction for employees.
- Supervision; There are two supervision dimensions influencing job satisfaction. First, the concern of employer to the employees, such as giving advice and help, as well as communication, either in personal or work context. Second, opportunity given by employer to the employee to participate in decision making process that influences their job. Participation climate may create more job satisfaction than participation in certain decision.
- Job promotion; Opportunity to develop can be the source of job satisfaction. Promotion has the number of different types. An employee who is given job promotion due to his seniority will experience job satisfaction less than those given job promotion due to their performance.

Transformational Leadership

Transformational leadership is a leadership in which leaders are able to motivate their employee to do things more than what they intend to do and possibly think (Bass and Riggio, 2006) Leaders applying transformational leadership will make more challenging goals and typically reach better performance. Schultz and Schultz (2006) explain that transformational leadership is a leadership style in which leaders do not force their employee's perception; they give their employees freedom in order to change their point of view. According to Robbins and Judge (2007) it is stated that transformational leadership is a leadership style in which leaders are able to inspire and give a very big and extraordinary

effect for their employees. Based on some definitions, it can be concluded that transformational leadership is a leadership in which leaders are able to motivate, to inspire, and to guide their employees as well as to change their employees point of view to do things more than what they think by arranging more challenging goals to achieve better performance.

The measurement of transformational leadership, according to Podsakoff et al (1996) in Mangkunegara (2014), it is stated that: 1) *Fostering the Acceptance of Group Goals* is leader behavior that encourage his employees to reach their goals together; 2) *Providing Individualized Support* is leader behavior that indicates his concern and care for his employees' feeling and need; 3) *Providing an Appropriate Model* is leader behavior as a role model for his employees to be always consistent to leadership values; 4) *Intellectual Stimulation* is leader behavior that motivates his employees to always reconsider old assumptions and rethink of new methods to reach optimal performance; 5) *High Performance Expectation* is leader behavior that reflects expectation towards his employees to reach high quality of work, perfection, and performance; 6) *Identifying and Articulating a Vision* is leader behavior that aims to identify new opportunities for his organization, as well as to develop, to articulate , and to inspire his employees vision and mission in the future.

Organizational Commitment

Organizational commitment is a condition where employees believe and are willing to accept organization goals, and they will stay at or not leave their organization Mathis dan Jackson (in Sopiah, 2008). According to Robbins (2007), organizational commitment is a behavior that reflects like or dislike to organization in which an employee is working. Organizational commitment is defined as having strong trust or acceptance to organization values, having willingness to work, and maintaining membership to the related organization, meaning that there is strong desire of organization member to stay at the organization or there is psychological bond to the organization, (Arishanti, 2009).

Based on experts' opinion above, it can be concluded that organizational commitment is trust, loyalty, willingness, and firmness to a company and to stay at the organization. Ellen and Mayer (in Soekidjan, 2009) divide

organizational commitment into three types: *Affective Commitment*, *Continuance Commitment*, and *Normative Commitment*. Zurnali (2010) states that the statement of Allen and Meyer is often used by experts in Organizational Behavior and Psychology Science. Organizational commitment considered as a psychological condition that characterizes the relationship between employees and organization, as well as its implication that explains whether an employee will stay at the organization or not, that is identified in three components, namely:

- Affective commitment: emotional involvement of a person to his organization in the form of affection for the organization.
- Continuance commitment: a person's perception of costs and risks after leaving the organization. It means that there are two aspects in continuance commitment, that is, involving personal sacrifice if the person leaves his organization and alternative absence for him.
- Normative commitment: moral dimension based on obligatory and responsibility feeling to the organization where a person is working.

Compensation

Martocchio (2008) in described that compensation include both intrinsic rewards and extrinsic rewards. Extrinsic rewards include monetary and non-monetary rewards. Non-monetary rewards include things apart from basic pay like benefits. Money is the indicator of motivation. Employee's performance will increase if they are highly paid. Money is considered as the reward which is given to employees against work, to support their family, and payment for the work which is done. Heery and Noon (2001) defined pay as payment, in which include many components like basic salary, benefits, bonuses, pay for doing extra work and incentives". According to Erasmus, van Wyk and Schenk (2001) define pay, "is what an employee gets against his work after fulfilling his duty, include all type of financial and non financial rewards". Barton (2002) suggested that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention. Dessler (2008) indicated that employee pay includes all compensation factors which are given to him against his work. Cowin's (2002) indicated pay is an important component for the retention of nurses because if they feel inequality regarding pay between their profession and others" profession, they got dissatisfied and disappoint with their

profession. Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and Wu (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. NL (2012) described that pay is one of those satisfying variables which hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs. E.g. if earthquake comes or flood comes and nurses have to work overtime, they will happily do it. So, remuneration is most satisfying factor.

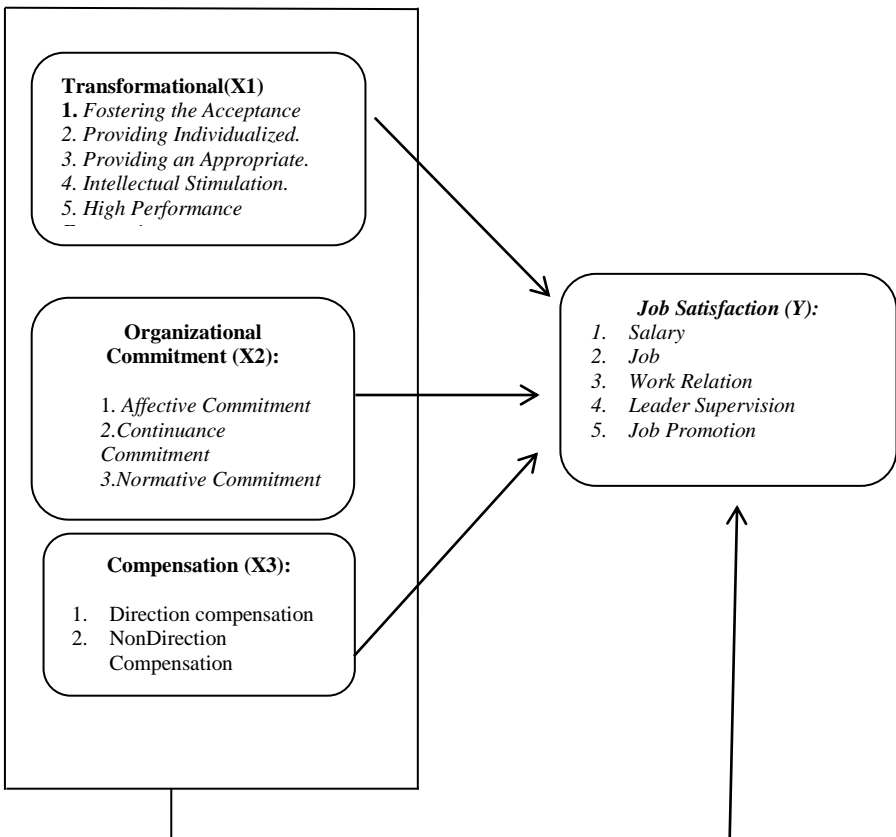


Diagram 1: Research Framework

The research framework on the influence of organizational commitment and work discipline towards job satisfaction can be seen in Diagram 1.

Research Method

Research method used is survey explanatory method, in which the researcher can find out the influence of one variable to other variable empirically by determining the level or degree of the influence of organizational commitment, discipline, and job satisfaction of non-lecturer employees. In the context of this research, the survey is conducted by reviewing the influence of two independent variables (organizational commitment and work discipline) and one dependent variable (job satisfaction) of non-lecturer employees (education staff).

To clarify the limitation of the variables analyzed, the following operational definition of variables are provided: The measurement of transformational leadership, according to Podsakoff, et. al. in Mangkunegara (2014), it is stated that: 1) *Fostering the Acceptance of Group Goals; Providing Individualized Support; Providing an Appropriate Model; Intellectual Stimulation; High Performance Expectation; Identifying and Articulating a Vision.* Organizational commitment is an individual decision to stay or not to leave the organization. The measurement of organizational commitment, according to Ellen and Mayer (in Soekidjan, 2009) that is measured using indicator: *normative commitment, affective commitment, and continuance commitment.* Job satisfaction is a favorable or unfavorable feeling of non-lecturer employees. The measurement of job satisfaction, according to Luthans (2006), stating that there are 5 factors influencing job satisfaction, namely: are salary, *job, work relation, leader supervision(Boss), and opportunity for job promotion.* The measurement of compensation, according to Erasmus, van Wyk and Schenk (2001) define pay, “is what an employee gets against his work after fulfilling his duty, include all type of financial and non-financial rewards”.

Sample or unit of analysis of this research is non-lecturer employees of Mercu Buana University, Jakarta, of which number is 107 people, collected using random sampling. In this research, the data collection instrument is questionnaires. The questionnaire in this research refers to Likert model scale. The data obtained is analyzed using descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis is used to find out the condition of each variable based

on the score obtained, while inferential statistical analysis with multiple regression analysis is to test the hypothesis and research generalization.

RESULT AND DISCUSSION

The research result shows that transformational leadership is quite strong, organizational commitment is quite strong, compensation is good, and the employees in Mercu Buana University has quite good job satisfaction. It can be seen in Table 3.

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	107	38	63	47.55	4.761
Organizational Commitment	107	50	83	68.93	6.386
Compensation	107	26	41	31.75	3.574
Job Satisfaction	107	22	43	30.00	3.936

The result of statistics test shows that transformational leadership, organizational commitment and compensation influence job satisfaction simultaneously. It can be seen in Table 3, 4 and 5.

Table 4: Output ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	895.504	3	298.501	41.187	.000 ^b
	Residual	746.496	103	7.248		
	Total	1642.000	106			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), COMPENSATION, COMMITMENT, TRANSFORMATIONAL LEADERSHIP

F calculation is 41.187. F calculation is 41.187 while F table 2.30, so F calculation > F table. F table value with 5% of significance level and 106 of *degree of freedom* is 2.30. Thus, F calculation (41.187) > F table (2.30), so Ho₃ os rejected or Ha₃ is accepted. It showsh the influence of transformational leadership, organzational commitment and compensation towards job satisfaction of the employees of Mercu Buana University. It can be seen in Table 5.

Table 5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.532	2.692

a. Predictors: (Constant), COMPENSATION, COMMITMENT, TRANSFORMATIONAL LEADERSHIP

b. Dependent Variable: WORK SATISFACTION

The R² value is 0.532. It means that the contribution percentage of the influence of transformational, organizational commitment and compensation towards job satisfaction is 53.2% or it can be concluded that transformational leadership, organizational commitment and compensation give significant influence, that is, 53.2%., while 46.8 % is influenced by other variables that are not analyzed by the researcher. The positive value of correlation coefficient means that transformational leadership, organizational commitment and compensation, simultaneously, have positive relationship with the employees' job satisfaction. Thus, the stronger the organizational commitment and the better the work discipline, the higher the employees' job satisfaction. Determination coefficient shows that transformational leadership, organizational commitment and compensation contribute simultaneously to the employees' job satisfaction. Therefore, there is a simultaneous influence of transformational, organizational commitment and compensation towards job satisfaction of the employees of Mercu Buana University.

Organizational commitment of education staff of Mercu Buana University is a logic consequence of the sense of belonging to the organization, including commitment in willingness to sacrifice and to work sincerely for the organization success. Function of maintaining organization stability is a logic consequence of the sense of belonging to the organization and the occurrence of organizational commitment. Meanwhile, that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention. The employee pay includes all compensation factors which are given to him against his work in Mercu Buana University.

From the results of linear regression calculation of the results of research on Job Satisfaction and Organizational Commitment can be shown that the t value for X1 (Transformational leadership) of at 4.056, so that $t > t$

table ($4.056 > 1.652$). By taking a significance level based on the calculation of SPSS acquired $.000 < .05$. Based on these results it is known that H_a is accepted, it means a positive effect on Transformational leadership significantly job satisfaction. As stated in a previous study conducted by (Bass and Riggio (2006) Leaders applying transformational leadership will make more challenging goals and typically reach better performance. Schultz and Schultz (2006) explain that transformational leadership is a leadership style in which leaders do not force their employee's perception; they give their employees freedom in order to change their point of view. According to Robbins and Judge (2007), it is stated that transformational leadership is a leadership style in which leaders are able to inspire and give a very big and extraordinary effect for their employees.

Table 6: Transformational Leadership influence on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.532	3.585		4.333	.000
	TRANSFORMA TIONAL LEADERSHIP	.304	.075	.368	4.056	.000

a. Dependent Variable: JOB SATISFACTION

From the results of linear regression calculation of the results of research on the Discipline of Work and Job Satisfaction can be shown that the t value for X3 (Compensation) of 10.890, so that, t table ($10.890 > 1.960$). By taking a significance level based on the calculation of SPSS acquired $.000 < .05$. Based on these results it is known that H_a is accepted, it means Work compensation on job satisfaction significantly. As stated in a previous study conducted by Barton (2002) suggested that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention. Dessler (2008) indicated that employee pay includes all compensation factors which are given to him against his work.

Table 7: Compensation Influence on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.540	2.353		1.930	.056

COMPENSATION	.802	.074	.728	10.890	.000
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a. Dependent Variable: JOB SATISFACTION

Also, long term it is in need of values Commitment strong organization both affective, normative, and continuous. As stated in a previous study conducted by Asil, Pour, and Javaheri (2013), Pacitti (2011), and Newell (2012), where in the journal - the Journal said that the Compensation significantly influence Organizational Commitment. It is also in line with a research conducted by Demak (2014) clarifying that work discipline and work behavior give significant influence towards job satisfaction. Fathia, Suharto, and Sodikin (2017) mention that work discipline influence employees' job satisfaction. From the results of these studies have implications for Mercu Buana University that to further improve the organizational commitment of employees, the company should further improve the discipline of employees, both in terms of attendance, enforcement of regulations and increased labor standards, so that will achieve maximum organizational commitment within the staff level employees.

Table 7: Organizational Commitment and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.629	4.012		4.643	.000
	COMMITMENT	.165	.058	.268	2.846	.005

a. Dependent Variable: JOB SATISFACTION

From the results of linear regression calculation of the results of research on Job Satisfaction and Organizational Commitment can be shown that the t value for X2 (Organizational Commitment) of at 2.846, so that $t > t$ table ($2.846 > 1.652$). By taking a significance level based on the calculation of SPSS acquired $.000 < .05$. Based on these results it is known that H_a is accepted, it means a positive effect on Organizational Commitment significantly job satisfaction. As stated in a previous study conducted by Newman and Sheikh (2012), Karim and Rehman (2012), Folkman (2011), and Adekola (2012), where in the journal said that significantly Organizational Commitment influence job satisfaction. The research result supports a research conducted by Kima and Brymer (2011) explaining that commitment influences job satisfaction. Susiani

(2014), Wibawa (2015), Ardana (2015), Mulyanto dan Setiyarti (2013), also conclude that organizational commitment gives positive influence towards the employees' job satisfaction. From the results of these studies have implications for Mercu Buana University that to further improve the organizational commitment of employees, the company should further improve the sense of satisfaction in working within their employees, either by providing appropriate salary, provide jobs according to the workload of employees, providing opportunities for employees who excel for improve career and capabilities within the employee, improve the comfort of work for employees with due regard to the environment in which the employee works, as well as the boss for more attention to his subordinates so that subordinates feel more appreciated and comfortable in working together to improve the performance of the company, when all aspects of the above can be met then it will achieve maximum organizational commitment within the staff level employees.

CONCLUSION AND SUGGESTION

Based on the results of research and discussion that has been done, so in this study presented the following conclusions that the contribution percentage of the influence of transformational leadership, organizational commitment and compensation towards job satisfaction is 53.2%. or it can be concluded that transformational leadership, organizational commitment and compensation give significant influence, that is, 53.2%, while 46.8% is influenced by other variables that are not analyzed by the researcher. The positive value of correlation coefficient means that transformational leadership, organizational commitment and compensation, simultaneously, have positive relationship with the employees' job satisfaction. Thus, the stronger compensation (80.2%) the better transformational leadership (30.4%) and the organizational commitment (16.5%), the higher the employees' job satisfaction. Determination coefficient shows that transformational leadership, organizational commitment and compensation contribute simultaneously to the employees' job satisfaction. Therefore, there is a simultaneous influence of transformational leadership, organizational commitment and compensation towards job satisfaction of the employees of Mercu Buana University.

Based on the conclusions outlined above, the researchers propose some suggestions that may be a consideration for Rector of Mercu Buana University is as follows:

- Based on the research result and discussion on the analysis of the influence of transformational leadership, commitment organizational, and compensation towards job satisfaction of the employees of Mercu Buana University. It's conclude that university rector who implemented transformational leadership could motivate lecturer and the employees to be high achieving and have high performance. Therefore, the implementation of transformational leadership was effective in motivating the employees to have high performance in university. In other words, the success of the rector in developing Universitas Mercu Buana (UMB). Transformational rector leadership model which was analyzed had significant effect on the employees satisfaction and performance.
- In the results of research conducted that dimensions variable salary in job satisfaction has been high dimensional criteria, it gives the impression that the level of satisfaction in the work of each employee in the Mercu Buana University has been quite good and need to be improved again, by providing the basic needs of the entire employee includes salary in accordance with the needs of employees and provide overtime pay in accordance with the number of hours that the employee has been sacrificed in completing tasks that employees are encouraged to provide optimal performance in order to achieve organizational goals, but the university should be a little cautious in increasing the salaries of employees, because there is the possibility that employees Organizational Commitment in terms of Affective contradicts the results of the study, it can be circumvented by increasing employee satisfaction and the work environment coworkers who owned the employee.
- The existence of a relationship and influence transformational leadership, Organizational Commitment and compensation on Job Satisfaction at Mercu Buana University can be taken into consideration for the university to increase the Organizational Commitment. Based on the conclusions that have been described previously by increasing compensation, and Organizational Commitment on job satisfaction will affect the improvement of,

it shows the rector of Mercu Buana University can increase employees Organizational Commitment to enhance the flavor of compensation and Job Satisfaction of employees by means of the rector should pay attention Frequency of presence of employees each month and pay more attention to the salaries of employees who work in Mercu Buana University.

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