

THE IMPACT OF LEADERSHIP AND COMMUNICATION STYLE ON ORGANIZATIONAL COMMITMENT WITH MEMBER SATISFACTION AS A MEDIATION VARIABLE FOR MEMBERS OF WOMEN'S COOPERATIVES IN MALANG CITY

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ABSTRACT

Organizational commitment is very important in maintaining the development of an organization, because loyalty is very influential for member participation in supporting the progress of the organization. Good leadership and open organizational communication can make members satisfied and loyal so that participation in the organization remains consistent. This study aims to see how the influence of transformational leadership and organizational communication on organizational commitment through member satisfaction. Questionnaires were given to 258 cooperative members in proportion to the total number of members of a cooperative. The results showed that there was a partial, significant and positive effect of leadership and communication on organizational commitment. The same thing can be seen from the mediation test conducted on the Transformational leadership variable on organizational commitment through member satisfaction. However, this result is reversed with the mediation test on the organizational communication variable on organizational commitment through member satisfaction. This research is expected to be able to contribute to the organization, especially cooperative organizations that are family-based in supporting the development of their organizations based on increasing participation through leadership styles, communication and member satisfaction.

Keywords: Leadership, Communication, Cooperative, Commitment, Satisfaction

INTRODUCTION

In Indonesia there are a total of 127,124 cooperative units in 2020 (ekoperasi, 2021). In East Java alone there are around 34,000 cooperatives, this significant number should be a big capital for the economy in East Java, but in fact 20 percent of the total cooperatives in East Java are classified as non-productive (kominfo.ProvJatim.id, 2019). The same thing happened in Malang City. In 2019, out of 700 cooperatives in Malang City, only 100 cooperative units had healthy status. Reported from Malang Times (2019) it is stated that the principles of cooperative management, cooperative strategies to motivation are things that are not well understood by cooperative management.

The key to the health of this cooperative, in order to become a productive cooperative, is to regularly run the RAT (Annual Member Meeting). The annual member meeting is the highest authority forum for the Cooperative, which includes: Assessing the responsibilities of the management, supervisors and past participation. Establish management policies in the coming financial year. It is noted that there are 400 cooperatives in Malang City until June 2022 that have not held RAT (Annual Member Meeting) so they are said to be inactive (Malang, 2022). The level of participation is certainly the key to organizational progress, the success of cooperatives in terms of member involvement in the context of cooperative activities can help develop the businesses carried out by cooperatives. According to Ahmady & Mutiya (2021), the success of cooperatives based on member participation can be measured from: 1. Member participation in decision-making at member meetings 2. Member participation in capital contributions 3. Member participation in the use of cooperative services 4. Member participation in cooperative supervision.

Cooperatives in this study refer to women's cooperatives (Kopwan). It is known that the East Java Provincial Government in 2009-2010 facilitated the establishment of women's cooperatives in every village or sub-district throughout East Java. The government also rolls out initial capital for each of the cooperatives that are formed. In Malang City there were 57 Women's Cooperatives that were formed at that time, according to the number of Kelurahan areas in Malang City. Based on data from the Department of Cooperatives, Industry and Trade of Malang City, up to 2022, 37 of the 57 Women's Cooperatives that are still active, with indications that they are still routinely holding Annual Member Meetings (RAT). In 2021 the Office of Cooperatives, Industry and Trade conducted an assessment of the 37 Women's Cooperatives and it was found that out of 37 Cooperatives, only 6 cooperatives were declared healthy. The problems caused by the performance conditions of these cooperatives are not only due to management factors, but also due to the commitment and participation of members. Cooperatives that are categorized as unhealthy are indicated by their high number of Non-Performing Loans (NPL). Therefore, the research focuses on how to increase the participation interest of cooperative members with a view to finding solutions to the unhealthiness of other cooperatives.

As for the things that need to be known regarding the participation of cooperative members, there is a study related to dual identity. In cooperatives, member participation is also very necessary in various activities organized by cooperatives. Moreover, cooperative members are owners as well as users/customers of the cooperative. This means that the cooperative effort is intended primarily to serve the needs of members. Thus, if the members as the main customers served by the cooperative do not participate in the cooperative, of course the efforts carried out by the cooperative will be in vain.

In other words, the cooperative's business potential becomes of no economic value. Therefore, the participation of members in cooperative activities is absolutely necessary for cooperatives because it can be said that the success of cooperative efforts is largely determined by the participation of members (Chalimah & Sakhowi, 2014). Participation of cooperative members can be distinguished in two dimensions, namely according to the dual role of members (dual identity): (1) the role of members as owners is to contribute to the growth and formation of cooperatives, in the form of financial contributions which can be in the form of: equity participation, reserve formation, and savings. In their position as owners, members also take part in: setting goals, monitoring processes, and making decisions on the life of the cooperative. This role is called contribution participation; (2) the

role of members as customers is to take advantage of various potentials/opportunities provided by cooperatives in supporting their interests. This role is called incentive participation (Harsey, 2007). Therefore, the satisfaction of cooperative members has a basis as customers as well as owners who feel the benefits as well as what is the study of this research. These two identities of cooperative members are important in determining the discussion in this study which can be considered as the internal and external roles of cooperative members.

The problem of participation in terms of the active involvement of members as well as alludes to the commitment of members of the organization (Trisuladana & Suparman, 2017). Member commitment determines the level of participation in organizational activities. Coopey and Harley (1991) mention, "Organizational commitment as an individual psychological bond in the organization". Bathaw & Grant (1994) state, "Organizational commitment is the desire of employees to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals". Luthans (2006) defines, "Organizational commitment is most often defined as (1) a strong desire to remain as a member of a particular organization; (2) the desire to strive according to the wishes of the organization; and (3) certain beliefs, and acceptance of organizational values and goals". ROBBINS (2016) suggests that there are three separate dimensions of organizational commitment, namely: 1) Affective commitment, emotional feelings for the organization and belief in its values. 2) Continuance commitment, the perceived economic value of staying in an organization when compared to leaving the organization. 3) Normative commitment, the obligation to stay in the organization for moral or ethical reasons.

In the context of exploring the level of organizational commitment of cooperative members so that it can be used as a reference for strategies for improving cooperatives, leadership style is one of the important factors in increasing organizational commitment of cooperative members, in the context of this study it refers to transformational leadership styles. The transformational leadership style is the type of leader who inspires his followers to put their personal interests aside and has extraordinary influencing abilities. The main aspect of transformational leadership is the emphasis on building followers, therefore Yukl (2010) proposed several guidelines for transformational leaders, namely: 1) State a clear and attractive vision and mission, 2) Explain how the vision can be trusted, 3) Act secretly and optimistically, 4) Show confidence in followers, 5) Use dramatic and symbolic to emphasize important values, 6) Lead by example, 7) empower people to achieve the vision. According to research conducted by Kaihatu & Rini (2007) found that transformational leadership has a positive and significant effect on organizational commitment. The same is shown by the invention of Oupen & Yudana (2020) who found a significant and positive effect of transformational leadership on organizational commitment. Transformational leadership style is very significantly related to organizational commitment.

Transformational leadership style affects organizational commitment (Sukrajap, 2016). The more leaders apply the transformational leadership style, the higher the organizational commitment. Followers of transformational leadership feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than expected (Nurdin & Rohedi, 2016). The transformational leadership style is able to bring about fundamental changes such as the values and needs of subordinates and these changes have an impact on the emergence of subordinate commitment because the needs are fulfilled (Widyastuti et al., 2014). Transformational leadership style and organizational communication affect organizational commitment. This explains that members have a leader who can inspire, intellectually stimulate and trust members individually and in groups. In relation to organizational communication variables, namely providing information to organizational members about organizational goals and policies (Wiweka et al., 2019).

The transformational leadership style is also helped by good communication in cooperatives both horizontally and vertically. Organizational communication can be defined as the performance and interpretation of messages among communication units that are part of a particular organization. "An organization consists of communication units in hierarchical relationships between one another and function in an environment" (Pace & Don F. Faules, 2013). Then there is a member satisfaction variable based on the conception of the role of incentives in the form of dual identity of cooperative members as owners and customers, so that the form of satisfaction is in the form of job satisfaction as owner and customer satisfaction as customer (Harsey, 2007). With this two-identity paradigm, variables that will influence such as transformational leadership and communication on member satisfaction and are influenced such as organizational commitment by member satisfaction will be adjusted to the dual identity paradigm.

RESEARCH METHODS

This study uses quantitative research methods with an associative approach that examines the relationship of one or more variables to other variables (Sugiyono, 2019). This study tries to show the form of influence that occurs in one or more independent variables on the dependent variable where transformational leadership and organizational communication become independent variables that affect the organizational commitment of cooperative members which in this case becomes the dependent variable, member satisfaction variable becomes the mediating variable in this study. The population in this study were all members of women's cooperatives who were categorized as healthy in Malang City, which amounted to 726 members of cooperatives spread over women's cooperatives that were categorized as healthy. Then the sample is part or representative of the population under study.

$$n = N / (1 + Ne^2)$$

$$n = 726 / (1 + 726 \times 5\%^2)$$

$$n = 726 / (1 + 726 \times 0.05^2)$$

$$n = 726 / (1 + 726 \times 0.0025)$$

$$n = 726 / (1 + 1.815)$$

$$n = 726 / (2.815)$$

$$n = 258$$

1. Research Framework and Hypotheses

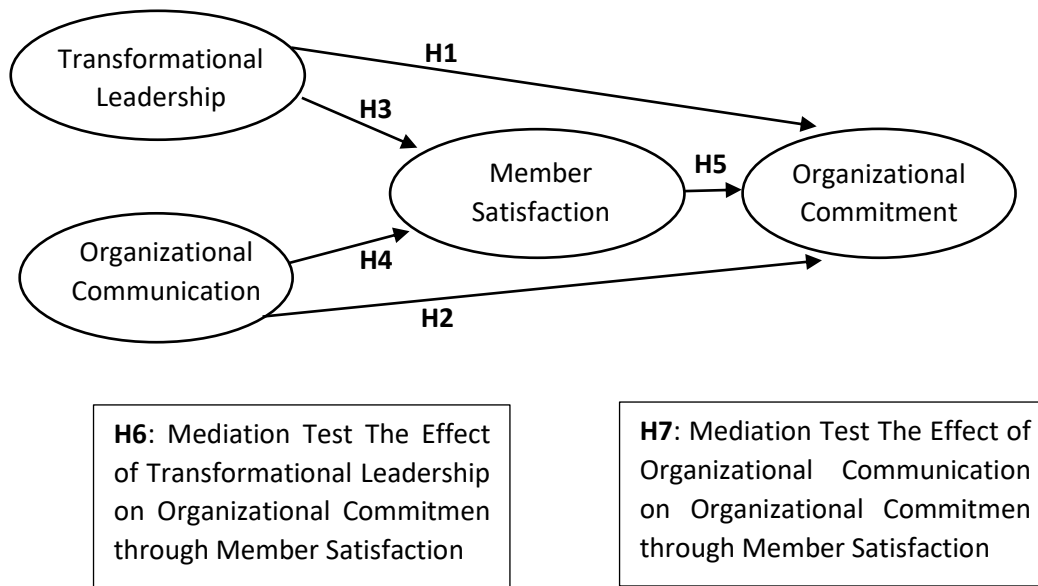


Figure 1. Research Framework

Based on the picture above, the hypothesis of this research is as follows:

- Hypothesis 1 (H1):** Transformational Leadership has a significant and positive effect on Organizational Commitment
- Hypothesis 2 (H2):** Organizational Communication has a significant and positive effect on Organizational Commitment
- Hypothesis 3 (H3):** Transformational Leadership has a significant and positive effect on Member Satisfaction
- Hypothesis 4 (H4):** Organizational Communication has a significant and positive effect on Member Satisfaction
- Hypothesis 5 (H5):** Member Satisfaction has a significant and positive effect on Organizational Commitment
- Hypothesis 6 (H6):** Mediation Test on the Effect of Transformational Leadership on Organizational Commitment through Member Satisfaction
- Hypothesis 7 (H7):** Mediation Test of the Effect of Organizational Communication on Organizational Commitment through Member Satisfaction

2. Sampling Process

It is known that the number of samples in this study were 258 members of the cooperative. Then because this number is the number of sampling spread across women's cooperatives that are categorized as healthy, then the next study uses proportional random sampling with the aim of dividing the relevant proportions according to the total number of members in each of the women's cooperatives.

Table 1. Sampling Process

No	Women's Cooperative Name	Number of Members	Sample Proportion
1	Ayu Makmur Women's Cooperative	82	29
2	KBU Srikandi Women's Cooperative	25	9
3	Madutama Makmur Women's Cooperative	105	37
4	Dewi Sri . Women's Cooperative	187	66
5	Aster Women's Cooperative	90	32
6	Taawun Women's Cooperative	83	30
7	Dewi Shinta Women's Cooperative	62	22
8	Aqso . Women's Cooperative	92	33
Total		726	258

3. Methods of Data Collection and Data Analysis

This study uses an offline questionnaire distribution method as a data collection instrument. The questionnaires were distributed proportionally to 258 female cooperative members who were classified as healthy in Malang City. The questionnaire given to the respondents consisted of 41 statements consisting of 11 statements for the Transformational Leadership variable, 10 statements for the Organizational Communication variable, 10 statements for the Member Satisfaction variable and the last 10 statements for the Organizational Commitment variable. Respondents were asked to give an assessment of agree or disagree with each column of statements using a 5-point Likert Scale (1=Strongly Disagree, 2=Disagree, 3=Agreed, 4=Agree, 5=Strongly Agree).

Then in this study also uses data analysis methods, namely regression analysis and path analysis because there is a mediation test, the mediating variable in this study is Member Satisfaction.

Results and Discussion

Results

Hypothesis testing

Hypothesis testing in this study uses 2 methods of data analysis, namely linear regression and path analysis.

Table 2.1 . regression test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.035	1.057		5,712	.000
	TRANSFORMATIONAL LEADERSHIP	.633	.040	.748	16.001	.000
	ORGANIZATIONAL COMMUNICATION	.153	.039	.185	3.969	.000

a. Dependent Variable: MEMBER SATISFACTION

1. Linear Regression

Linear regression was performed 2 times. The first regression, to determine the effect of the independent variable on the dependent variable which also acts as an intervening variable. The second regression, to determine the effect of the independent variable on the dependent variable. The results of the two regression tests can be seen in Table 9 and Table 10.

Based on Table 9, the following regression research equation 1 can be arranged:

$$\text{Regression 1:}$$

$$Y_1 = b_1X_1 + b_2X_2 + e_1$$

$$Y_1 = 0.748X_1 + 0.185X_2 + e_1$$

Equation (1) implies that every increase in the value of the Transformational Leadership variable (X1), the value of the Member Satisfaction variable (Y) will increase and vice versa. Likewise in the Organizational Communication variable (X2), when there is an increase in the value of the Organizational Communication variable (X2), the value of the Member Satisfaction variable (Y) will increase and vice versa.

In this study, it is stated that the higher the transformational leadership of the cooperative leader, the employees will experience an increase. Transformational Leadership Variable (X1) in table 9 shows t count of 16.001 with a significant value of 0.000 < 0.05. This means that H3 which states that Transformational Leadership (X1) has a positive and significant effect on Member Satisfaction (Y) on cooperative members is accepted.

Likewise, the Organizational Communication variable (X2) in equation (1), when there is an increase in the value of the Organizational Communication variable (X2), the value of the Member Satisfaction variable (Y) will increase. This means that the higher the organizational communication built in the cooperative, the greater the satisfaction of members. In table 9, it is obtained that the t count of the non-physical work environment is 3.969 with a significant value of 0.000 < 0.05. This means that H4 which states that Organizational Communication (X2) has a positive and significant effect on Member Satisfaction (Y) of the cooperative is accepted.

Table 3.2 . regression test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.615	1,860		3.557	.000
TRANSFORMATIONAL LEADERSHIP	.202	.093	.230	2.178	.030
ORGANIZATIONAL COMMUNICATION	.135	.066	.157	2,041	.042
MEMBER SATISFACTION	.401	.104	.388	3.869	.000

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Based on Table 10, the following regression research equation 2 can be arranged:

Regression 2:

$$Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Y_1 = 0.230X_1 + 0.157X_2 + 0.388 + e_1$$

Equation (2) implies that every increase in the value of the Transformational Leadership variable (X1), the value of the Organizational Commitment variable (Z) will increase and vice versa. In this study, it is stated that the higher the transformational leadership of cooperative leaders, the organizational commitment of members will increase. Transformational Leadership Variable (X1) in table 10 shows t count of 2.178 with a significant value of 0.030 <0.05. This means that H1 which states that Transformational Leadership (X1) has a positive and significant effect on Organizational Commitment (Z) on cooperative members is accepted.

Likewise, the Organizational Communication variable (X2) in equation (2), when there is an increase in the value of the Organizational Communication variable (X2), the value of the Organizational Commitment variable (Z) will increase and vice versa. This means that the higher the organizational communication environment that is woven into the cooperative, the more organizational commitment will increase. In table 2, it is obtained that the t count of the non-physical work environment is 2.041 with a significant value of 0.042 <0.05. This means that H2 which states that Organizational Communication (X2) has a positive and significant effect on Organizational Commitment (Z) is accepted.

Based on Table 10, it is obtained that the t count of the work stress variable (Y) is 3.896 with a significance of 0.000 <0.05, it means that H5 which states that Member Satisfaction (Y) has a positive and significant effect on Organizational Commitment (Z) of cooperative members.

2. Path Analysis

Path analysis is used to test the significance of variables indirectly. Based on the SPSS v22 output, the interpretation of the path analysis is as follows:

Analysis of the influence of Transformational Leadership (X1) through Member Satisfaction (Y) on Organizational Commitment (Z):

It is known that the direct effect of Transformational Leadership (X1) on Organizational Commitment (Z) is 0.230, while the indirect effect of Transformational Leadership (X1) through Member Satisfaction (Y) on Organizational Commitment (Z) is the multiplication of the beta value of Transformational Leadership (X1) on Member Satisfaction (Y) with a beta value of Member Satisfaction (Y) on Organizational Commitment (Z), namely: 0.748 x 0.388 = 0.290. Then the total effect given by Transformational Leadership (X1) on Organizational Commitment (Z) is a direct effect plus an indirect effect, namely 0.230 + 0.290 = 0.520. Based on the results of the above calculations, it is known that the direct influence value is 0.230 and the indirect effect is 0.290 which means that the value of the indirect effect is greater than the value of the direct influence. These results indicate that indirectly Transformational Leadership (X1) through Member Satisfaction (Y) has a significant and positive influence on Organizational Commitment (Z). This means that Member Satisfaction (Y) is proven to mediate Transformational Leadership (X1) on Organizational Commitment (Z), then H6 is accepted. Transformational Leadership (X1) which is getting higher is proven to increase Organizational Commitment (Z) from employees through Member Satisfaction (Y) in cooperative members. This means that Member Satisfaction (Y) is proven to mediate Transformational Leadership (X1) on Organizational Commitment (Z), then H6 is accepted. Transformational Leadership (X1) which is getting higher is proven to increase Organizational Commitment (Z) from employees through Member Satisfaction (Y) in cooperative members. This means that Member Satisfaction (Y) is proven to mediate Transformational Leadership (X1) on Organizational Commitment (Z), then H6 is accepted. Transformational Leadership (X1) which is getting higher is proven to increase Organizational Commitment (Z) from employees through Member Satisfaction (Y) in cooperative members.

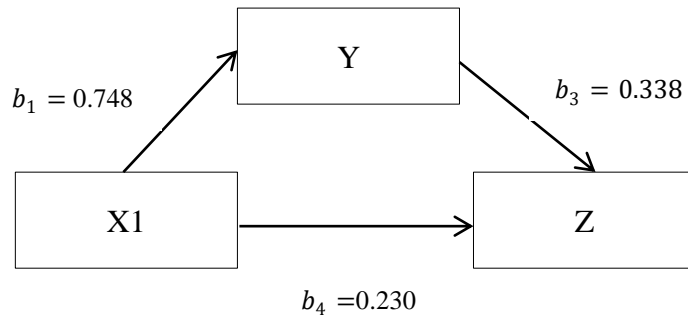


Figure 2. Analysis of Transformational Leadership Paths (X1) to Organizational Commitment (Z) through Member Satisfaction (Y)

Effect of Organizational Communication (X2) on Organizational Commitment (Z) mediated by Member Satisfaction (Y):

Analysis of the influence of Organizational Communication (X2) through Member Satisfaction (Y) on Organizational Commitment (Z): it is known that the direct effect given by Organizational Communication (X2) on Member Satisfaction (Y) is 0.157 while the indirect effect of Organizational Communication (X2) through Member Satisfaction (Y) on Organizational Commitment (Z) is the multiplication between the beta value of Organizational Communication (X2) on Member Satisfaction (Y) with the beta value of Member Satisfaction (Y) on Organizational Commitment (Z), namely: $0.185 \times 0.388 = 0.071$. Then the total effect given by X1 to Z is the direct effect plus the indirect effect, namely: $0.157 + 0.071 = 0.228$. Based on the results of the above calculations, it is known that the value of the direct effect is 0.157 and the indirect effect is 0.071 which means that the value of the indirect effect is smaller than the value of the direct influence. These results indicate that indirectly Organizational Communication (X2) through Member Satisfaction (Y) does not have a significant and positive effect on Organizational Commitment (Z). That is, Member Satisfaction (Y) is not proven to mediate Organizational Communication (X2) on Organizational Commitment (Z), then H7 is rejected.

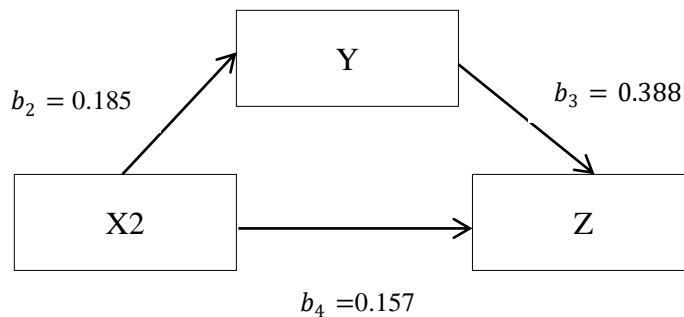


Figure 3. Analysis of the path of Organizational Communication (X2) to Organizational Commitment (Z) through Member Satisfaction (Y).

Based on the data analysis that has been described, it can be recapitulated in Table 3 the values of the direct and indirect influence path coefficients X1, X2, Y and Z as follows:

Table 4. Recap Value of Direct and Indirect Path Coefficients

No	Variable	Influence	Job Stress (Y)	Burnout (Z)
1	Transformational Leadership (X1)	Direct	0.748	0.230
		Indirect	-	0.290
		Total	0.748	0.520
2	Organizational Communication (X2)	Direct	0.185	0.157
		Indirect	-	0.071
		Total	0.185	0.228
3	Member Satisfaction (Y)	Direct	-	0.388
		Indirect	-	-
		Total	-	0.388

A Coefficient of Determination (R^2)

The coefficient of determination is used to show how much influence the independent variable has on the dependent variable. R^2

Table 5.Coefficient of determination 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	.822	.821	3.107
a. Predictors: (Constant), ORGANIZATIONAL COMMUNICATION, TRANSFORMATIONAL LEADERSHIP				

Based on table 12, it can be seen that the coefficient of determination (R square) value of R Square = 0.822 indicates that the variables of Transformational Leadership (X1) and Organizational Communication (X2) can explain Variable Y of 82.2% while 17.8% is explained by factors other.

Table 6.Coefficient of determination 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739a	.546	.541	5.149
a. Predictors: (Constant), MEMBER SATISFACTION, ORGANIZATIONAL COMMUNICATION, TRANSFORMATIONAL LEADERSHIP				

Based on table 13, it can be seen that the coefficient of determination (R square) value of R Square = 0.546 indicates that the variables of Transformational Leadership (X1), Organizational Communication (X2) and Member Satisfaction Variables (Y) can explain the variable Organizational Commitment (Z) of 54.6% while 45.4% was explained by other factors.

DISCUSSION

This study found that Transformational Leadership has a significant and positive effect on organizational commitment (H1). This is supported by research conducted by Kaihatu & Rini (2007) found that transformational leadership has a positive and significant effect on organizational commitment. The same is shown by the invention Oupen & Yudana (2020) who found a significant and positive effect of transformational leadership on organizational commitment. Transformational leadership style is very significantly related to organizational commitment. The more leaders apply the transformational leadership style, the higher the organizational commitment. Transformational followers feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than expected. The transformational leadership style is able to bring about more basic changes such as the values, goals and needs of subordinates and these changes have an impact on the emergence of subordinate commitment due to the fulfillment of higher needs (Widyastuti et al., 2014).

This study found that organizational communication has a significant and positive effect on organizational commitment (H2). This is supported by research conducted by Septina (2020) which shows that organizational communication has a positive and significant effect on organizational commitment. This is in accordance with the results of the hypothesis, that the higher the communication that is carried out, the higher the organizational commitment that is carried out. The results of this study are also in line with the results of the study of Zuraidah (2018) which shows that organizational communication has a positive effect on organizational commitment. Which is also strengthened by research on the relationship of direct influence with the identification of organizational communication has a positive influence on organizational commitment (Sukmana, 2020).

This study found that Transformational Leadership has a significant and positive effect on Member Satisfaction (H3). It is also known that Transformational Leadership has an important influence on creating a good climate and good emotions from its members, this is shown by the significant and positive influence of transformational leadership variables on job satisfaction (Sukrajap, 2016). In line with this research, it can also be noted how the unidirectional relationship between these two variables is supported by research conducted by Anggraeni & Santosa (2013) In addition to providing satisfaction, transformational leadership can also be an important variable for the motivation of organizational members.

This study found that Organizational Communication has a significant and positive effect on Member Satisfaction (H4). This is supported by the results of research by Yuswanto (2018) which shows that there is a significant and positive effect of organizational communication on member satisfaction, this research was conducted at the Indonesian Employee Cooperative (KPRI) "AWI LIGAR". In line with this, there is a justification for how the positive significant influence of organizational communication on member satisfaction at the Al-Mawaddah Ngunut Sharia Cooperative is (Wiranata, 2019)

This study found that Member Satisfaction has a significant and positive effect on Organizational Commitment (H5). This is supported by research conducted by Aini (2020) which shows a significant and positive influence of customer satisfaction on organizational commitment. Then in addition to the external aspect of the cooperative member as a customer, there is also an internal aspect as an owner, as shown by research conducted by Puspitawati & Riana (2014) with the results of a unidirectional, significant and positive influence of Job Satisfaction on Organizational Commitment.

This study found that member satisfaction can be a mediator of the positive influence of Transformational Leadership on Organizational Commitment (H6). Research conducted by Indra Bhaskara & Subudi (2018) also shows how member satisfaction is able to mediate the effect of transformational leadership on organizational commitment. The results of this study are

also supported by the opinion of Anggi et al. (2016) states that member satisfaction mediates transformational leadership on organizational commitment. The results of this study provide an implication for leaders on how the importance of applying transformational leadership styles and member satisfaction can affect organizational commitment. Putra Widyatmika & Riana (2020) also found that member satisfaction can be a mediating variable between the effect of transformational leadership and organizational communication on organizational commitment. Finally, in this study, the mediation test conducted on the effect of organizational communication on organizational commitment did not find evidence that member satisfaction became a mediator so that (H7) in this study was rejected because no significant and positive effect was found from the mediation test carried out.

CONCLUSION

1. Transformational Leadership has a significant and positive effect on Organizational Commitment
2. Organizational Communication has a significant and positive effect on Organizational Commitment
3. Transformational Leadership has a significant and positive effect on Member Satisfaction
4. Organizational Communication has a significant and positive effect on Member Satisfaction
5. Member Satisfaction has a significant and positive effect on Organizational Commitment
6. Member Satisfaction Mediates Transformational Leadership on Organizational Commitment
7. Member Satisfaction does not mediate Organizational Communication on Organizational Commitment

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