Statistik Deskriptif untuk Variabel Komitmen Organisasional

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OC1	69	3	5	4.20	.472
OC2	69	3	5	4.32	.528
OC3	69	2	5	4.23	.710
OC4	69	3	5	4.30	.523
OC5	69	3	5	4.23	.489
OC6	69	3	5	4.20	.472
OC7	69	3	5	4.25	.497
OC8	69	3	5	4.14	.430
OC9	69	3	5	4.22	.481
MEAN_OC	69	2.89	5.00	4.2335	.39337
Valid N (listwise)	69				

Statistik Deskriptif untuk Variabel *Employer branding*

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EB1	69	3	5	4.29	.517
EB2	69	3	5	4.26	.504
EB3	69	3	5	4.23	.489
EB4	69	3	5	4.20	.472
EB5	69	3	5	4.20	.472
EB6	69	1	5	3.80	.917
EB7	69	3	5	4.01	.581
EB8	69	3	5	4.13	.540
EB9	69	3	5	4.12	.438
EB10	69	3	5	4.13	.417
EB11	69	3	5	4.29	.545
EB12	69	3	5	4.26	.504
EB13	69	3	5	4.26	.533
EB14	69	3	5	4.25	.497
EB15	69	3	5	4.25	.497
EB16	69	3	5	4.19	.463
EB17	69	3	5	4.20	.472
EB18	69	3	5	4.28	.511
EB19	69	3	5	4.13	.417
EB20	69	3	5	4.20	.472
EB21	69	3	5	4.19	.463
EB22	69	3	5	4.17	.452
EB23	69	3	5	4.16	.441
EB24	69	3	5	4.19	.463
MEAN_EB	69	2.92	4.92	4.1830	.36641
Valid N (listwise)	69				

Lampiran 6 Uji Validitas dan Reliabilitas

Uji Validitas Variabel Kepemimpinan Transformasional

Correlations

		TL1	TL2	TL3	TL4	TL5	TL6	TL7
TL1	Pearson Correlation	1	.667**	.569**	.753**	.564**	.498**	.312**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.009
	N	69	69	69	69	69	69	69
TL2	Pearson Correlation	.667**	1	.657**	.729**	.526**	.570**	.323**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.007
	N	69	69	69	69	69	69	69
TL3	Pearson Correlation	.569**	.657**	1	.573**	.656**	.545**	.437**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	69	69	69	69	69	69	69
TL4	Pearson Correlation	.753**	.729**	.573**	1	.561**	.547**	.296*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.014
	N	69	69	69	69	69	69	69
TL5	Pearson Correlation	.564**	.526**	.656**	.561**	1	.645**	.450**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	69	69	69	69	69	69	69
TL6	Pearson Correlation	.498**	.570**	.545**	.547**	.645**	1	.323**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.007
	N	69	69	69	69	69	69	69
TL7	Pearson Correlation	.312**	.323**	.437**	.296*	.450**	.323**	1
	Sig. (2-tailed)	.009	.007	.000	.014	.000	.007	
	N	69	69	69	69	69	69	69
TL8	Pearson Correlation	.694**	.594**	.545**	.579**	.522**	.551**	.104
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.394
	N	69	69	69	69	69	69	69
TL9	Pearson Correlation	.607**	.577**	.584**	.563**	.550**	.437**	.210
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.083
	N	69	69	69	69	69	69	69
TL10	Pearson Correlation	.514**	.454**	.397**	.435**	.480**	.389**	.413**
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.001	.000
	N	69	69	69	69	69	69	69
TL11	Pearson Correlation	.454**	.391**	.461**	.387**	.480**	.425**	-.031
	Sig. (2-tailed)	.000	.001	.000	.001	.000	.000	.801
	N	69	69	69	69	69	69	69
TL12	Pearson Correlation	.546**	.493**	.428**	.473**	.515**	.557**	.381**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001
	N	69	69	69	69	69	69	69
TL13	Pearson Correlation	.541**	.413**	.488**	.395**	.443**	.479**	.514**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.000
	N	69	69	69	69	69	69	69
TL14	Pearson Correlation	.444**	.336**	.396**	.403**	.401**	.406**	-.052
	Sig. (2-tailed)	.000	.005	.001	.001	.001	.001	.673
	N	69	69	69	69	69	69	69
TL15	Pearson Correlation	.495**	.389**	.483**	.422**	.455**	.389**	-.133
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.001	.277
	N	69	69	69	69	69	69	69
TL16	Pearson Correlation	.365**	.276*	.338**	.332**	.305*	.276*	-.203
	Sig. (2-tailed)	.002	.021	.005	.005	.011	.021	.094
	N	69	69	69	69	69	69	69
TL17	Pearson Correlation	.634**	.439**	.458**	.556**	.537**	.371**	.276*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.002	.022
	N	69	69	69	69	69	69	69
TOTAL_TL	Pearson Correlation	.748**	.672**	.699**	.691**	.698**	.644**	.274*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.022
	N	69	69	69	69	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

TL8	TL9	TL10	TL11	TL12	TL13	TL14	TL15	TL16	TL17	TOTAL_TL
.694**	.607**	.514**	.454**	.546**	.541**	.444**	.495**	.365**	.634**	.748**
.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.594**	.577**	.454**	.391**	.493**	.413**	.336**	.389**	.276*	.439**	.672**
.000	.000	.000	.001	.000	.000	.005	.001	.021	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.545**	.584**	.397**	.461**	.428**	.488**	.396**	.483**	.338**	.458**	.699**
.000	.000	.001	.000	.000	.000	.001	.000	.005	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.579**	.563**	.435**	.387**	.473**	.395**	.403**	.422**	.332**	.556**	.691**
.000	.000	.000	.001	.000	.001	.001	.000	.005	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.522**	.550**	.480**	.480**	.515**	.443**	.401**	.455**	.305*	.537**	.698**
.000	.000	.000	.000	.000	.000	.001	.000	.011	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.551**	.437**	.389**	.425**	.557**	.479**	.406**	.389**	.276*	.371**	.644**
.000	.000	.001	.000	.000	.000	.001	.001	.021	.002	.000
69	69	69	69	69	69	69	69	69	69	69
.104	.210	.413**	-.031	.381**	.514**	-.052	-.133	-.203	.276*	.274*
.394	.083	.000	.801	.001	.000	.673	.277	.094	.022	.022
69	69	69	69	69	69	69	69	69	69	69
1	.725**	.465**	.673**	.539**	.576**	.692**	.728**	.662**	.549**	.849**
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.725**	1	.526**	.820**	.511**	.543**	.788**	.797**	.761**	.511**	.891**
.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.465**	.526**	1	.515**	.765**	.544**	.455**	.397**	.247*	.499**	.650**
.000	.000		.000	.000	.000	.000	.001	.041	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.673**	.820**	.515**	1	.541**	.489**	.908**	.891**	.849**	.389**	.857**
.000	.000	.000		.000	.000	.000	.000	.000	.001	.000
69	69	69	69	69	69	69	69	69	69	69
.539**	.511**	.765**	.541**	1	.590**	.450**	.358**	.247*	.407**	.671**
.000	.000	.000	.000		.000	.000	.003	.041	.001	.000
69	69	69	69	69	69	69	69	69	69	69
.576**	.543**	.544**	.489**	.590**	1	.537**	.401**	.277*	.448**	.671**
.000	.000	.000	.000	.000		.000	.001	.021	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.692**	.788**	.455**	.908**	.450**	.537**	1	.881**	.891**	.392**	.838**
.000	.000	.000	.000	.000	.000		.000	.000	.001	.000
69	69	69	69	69	69	69	69	69	69	69
.728**	.797**	.397**	.891**	.358**	.401**	.881**	1	.905**	.523**	.844**
.000	.000	.001	.000	.003	.001	.000		.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69
.662**	.761**	.247*	.849**	.247*	.277*	.891**	.905**	1	.431**	.752**
.000	.000	.041	.000	.041	.021	.000	.000		.000	.000
69	69	69	69	69	69	69	69	69	69	69
.549**	.511**	.499**	.389**	.407**	.448**	.392**	.523**	.431**	1	.659**
.000	.000	.000	.001	.001	.000	.001	.000	.000		.000
69	69	69	69	69	69	69	69	69	69	69
.849**	.891**	.650**	.857**	.671**	.671**	.838**	.844**	.752**	.659**	1
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
69	69	69	69	69	69	69	69	69	69	69

Uji Validitas Variabel Kepemimpinan Transformasional

Correlations

		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	TOTAL_OC
OC1	Pearson Correlation	1	.562**	.472**	.580**	.493**	.472**	.348**	.505**	.580**	.718**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.003	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC2	Pearson Correlation	.562**	1	.701**	.655**	.563**	.621**	.424**	.441**	.591**	.816**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC3	Pearson Correlation	.472**	.701**	1	.639**	.647**	.516**	.461**	.418**	.539**	.809**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC4	Pearson Correlation	.580**	.655**	.639**	1	.524**	.520**	.442**	.455**	.493**	.777**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC5	Pearson Correlation	.493**	.563**	.647**	.524**	1	.557**	.366**	.397**	.470**	.733**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.002	.001	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC6	Pearson Correlation	.472**	.621**	.516**	.520**	.557**	1	.536**	.578**	.580**	.770**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC7	Pearson Correlation	.348**	.424**	.461**	.442**	.366**	.536**	1	.725**	.695**	.712**
	Sig. (2-tailed)	.003	.000	.000	.000	.002	.000		.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC8	Pearson Correlation	.505**	.441**	.418**	.455**	.397**	.578**	.725**	1	.770**	.744**
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000	.000		.000	.000
	N	69	69	69	69	69	69	69	69	69	69
OC9	Pearson Correlation	.580**	.591**	.539**	.493**	.470**	.580**	.695**	.770**	1	.816**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	69	69	69	69	69	69	69	69	69	69
TOTAL_OC	Pearson Correlation	.718**	.816**	.809**	.777**	.733**	.770**	.712**	.744**	.816**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	69	69	69	69	69	69	69	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Uji Validitas Variabel *Employer branding*

Correlations

		EB1	EB2	EB3	EB4	EB5	EB6	EB7	EB8	EB9	EB10
EB1	Pearson Correlation	1	.439**	.369**	.418**	.237*	.374**	.377**	.284*	.433**	.367**
	Sig. (2-tailed)		.000	.002	.000	.050	.002	.001	.018	.000	.002
	N	69	69	69	69	69	69	69	69	69	69
EB2	Pearson Correlation	.439**	1	.645**	.701**	.515**	.402**	.338**	.413**	.460**	.535**
	Sig. (2-tailed)	.000		.000	.000	.000	.001	.005	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB3	Pearson Correlation	.369**	.645**	1	.684**	.621**	.401**	.350**	.329**	.558**	.570**
	Sig. (2-tailed)	.002	.000		.000	.000	.001	.003	.006	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB4	Pearson Correlation	.418**	.701**	.684**	1	.604**	.436**	.418**	.356**	.453**	.461**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.003	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB5	Pearson Correlation	.237*	.515**	.621**	.604**	1	.368**	.418**	.356**	.240*	.312**
	Sig. (2-tailed)	.050	.000	.000	.000		.002	.000	.003	.047	.009
	N	69	69	69	69	69	69	69	69	69	69
EB6	Pearson Correlation	.374**	.402**	.401**	.436**	.368**	1	.475**	.411**	.315**	.378**
	Sig. (2-tailed)	.002	.001	.001	.000	.002		.000	.000	.008	.001
	N	69	69	69	69	69	69	69	69	69	69
EB7	Pearson Correlation	.377**	.338**	.350**	.418**	.418**	.475**	1	.603**	.513**	.538**
	Sig. (2-tailed)	.001	.005	.003	.000	.000	.000		.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB8	Pearson Correlation	.284*	.413**	.329**	.356**	.356**	.411**	.603**	1	.494**	.576**
	Sig. (2-tailed)	.018	.000	.006	.003	.003	.000	.000		.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB9	Pearson Correlation	.433**	.460**	.558**	.453**	.240*	.315**	.513**	.494**	1	.881**
	Sig. (2-tailed)	.000	.000	.000	.000	.047	.008	.000	.000		.000
	N	69	69	69	69	69	69	69	69	69	69
EB10	Pearson Correlation	.367**	.535**	.570**	.461**	.312**	.378**	.538**	.576**	.881**	1
	Sig. (2-tailed)	.002	.000	.000	.000	.009	.001	.000	.000	.000	
	N	69	69	69	69	69	69	69	69	69	69

EB11	Pearson Correlation	.219	.523**	.516**	.511**	.454**	.414**	.219	.419**	.473**	.478**
	Sig. (2-tailed)	.070	.000	.000	.000	.000	.000	.071	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB12	Pearson Correlation	.213	.538**	.585**	.577**	.454**	.402**	.288*	.413**	.593**	.605**
	Sig. (2-tailed)	.079	.000	.000	.000	.000	.001	.017	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB13	Pearson Correlation	.308**	.619**	.610**	.546**	.430**	.441**	.415**	.544**	.687**	.705**
	Sig. (2-tailed)	.010	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB14	Pearson Correlation	.290*	.502**	.487**	.598**	.536**	.466**	.496**	.536**	.609**	.694**
	Sig. (2-tailed)	.016	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB15	Pearson Correlation	.290*	.561**	.608**	.598**	.473**	.402**	.445**	.536**	.677**	.694**
	Sig. (2-tailed)	.016	.000	.000	.000	.000	.001	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB16	Pearson Correlation	.321**	.480**	.584**	.563**	.496**	.404**	.482**	.607**	.616**	.709**
	Sig. (2-tailed)	.007	.000	.000	.000	.000	.001	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB17	Pearson Correlation	.418**	.577**	.557**	.472**	.538**	.334**	.364**	.414**	.524**	.536**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.005	.002	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB18	Pearson Correlation	.305*	.516**	.446**	.496**	.374**	.435**	.382**	.561**	.577**	.657**
	Sig. (2-tailed)	.011	.000	.000	.000	.002	.000	.001	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB19	Pearson Correlation	.231	.395**	.354**	.386**	.386**	.339**	.417**	.446**	.559**	.577**
	Sig. (2-tailed)	.056	.001	.003	.001	.001	.004	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB20	Pearson Correlation	.358**	.515**	.493**	.472**	.472**	.368**	.364**	.529**	.666**	.760**
	Sig. (2-tailed)	.003	.000	.000	.000	.000	.002	.002	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB21	Pearson Correlation	.321**	.480**	.389**	.428**	.496**	.473**	.482**	.489**	.543**	.633**
	Sig. (2-tailed)	.007	.000	.001	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB22	Pearson Correlation	.410**	.572**	.413**	.521**	.452**	.441**	.494**	.568**	.638**	.736**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB23	Pearson Correlation	.503**	.471**	.439**	.407**	.407**	.445**	.449**	.467**	.587**	.604**
	Sig. (2-tailed)	.000	.000	.000	.001	.001	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
EB24	Pearson Correlation	.383**	.606**	.454**	.496**	.563**	.438**	.372**	.430**	.471**	.633**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	.002	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69
TOTAL_EB	Pearson Correlation	.508**	.726**	.706**	.717**	.636**	.623**	.617**	.674**	.759**	.820**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	69	69	69	69	69	69	69	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

UNIVERSITAS SARJANAWIYATA TAMANSISWA YOGYAKARTA

EB11	EB12	EB13	EB14	EB15	EB16	EB17	EB18	EB19	EB20	EB21	EB22	EB23	EB24	TOTAL_EB
.219	.213	.308**	.290*	.290*	.321**	.418**	.305*	.231	.358**	.321**	.410**	.503**	.383**	.508**
.070	.079	.010	.016	.016	.007	.000	.011	.056	.003	.007	.000	.000	.001	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.523**	.538**	.619**	.502**	.561**	.480**	.577**	.516**	.395**	.515**	.480**	.572**	.471**	.606**	.726**
.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.516**	.585**	.610**	.487**	.608**	.584**	.557**	.446**	.354**	.493**	.389**	.413**	.439**	.454**	.706**
.000	.000	.000	.000	.000	.000	.000	.000	.003	.000	.001	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.511**	.577**	.546**	.598**	.598**	.563**	.472**	.496**	.386**	.472**	.428**	.521**	.407**	.496**	.717**
.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.001	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.454**	.454**	.430**	.536**	.473**	.496**	.538**	.374**	.386**	.472**	.496**	.452**	.407**	.563**	.636**
.000	.000	.000	.000	.000	.000	.000	.002	.001	.000	.000	.000	.001	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.414**	.402**	.441**	.466**	.402**	.404**	.334**	.435**	.339**	.368**	.473**	.441**	.445**	.438**	.623**
.000	.001	.000	.000	.001	.001	.005	.000	.004	.002	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.219	.288*	.415**	.496**	.445**	.482**	.364**	.382**	.417**	.364**	.482**	.494**	.449**	.372**	.617**
.071	.017	.000	.000	.000	.000	.002	.001	.000	.002	.000	.000	.000	.002	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.419**	.413**	.544**	.536**	.536**	.607**	.414**	.561**	.446**	.529**	.489**	.568**	.467**	.430**	.674**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.473**	.593**	.687**	.609**	.677**	.616**	.524**	.577**	.559**	.666**	.543**	.638**	.587**	.471**	.759**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.478**	.605**	.705**	.694**	.694**	.709**	.536**	.657**	.577**	.760**	.633**	.736**	.604**	.633**	.820**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69

1	.630**	.597**	.492**	.547**	.597**	.511**	.448**	.413**	.511**	.538**	.449**	.416**	.422**	.672**
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.630**	1	.783**	.678**	.737**	.732**	.577**	.573**	.535**	.515**	.543**	.507**	.471**	.480**	.759**
.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.597**	.783**	1	.697**	.753**	.693**	.605**	.596**	.573**	.605**	.633**	.663**	.634**	.573**	.832**
.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.492**	.678**	.697**	1	.822**	.754**	.536**	.655**	.623**	.598**	.562**	.657**	.489**	.562**	.812**
.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.547**	.737**	.753**	.822**	1	.690**	.661**	.597**	.623**	.536**	.499**	.591**	.421**	.499**	.805**
.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.597**	.732**	.693**	.754**	.690**	1	.630**	.648**	.557**	.563**	.588**	.544**	.499**	.450**	.802**
.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.511**	.577**	.605**	.536**	.661**	.630**	1	.618**	.685**	.538**	.563**	.452**	.548**	.563**	.742**
.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.448**	.573**	.596**	.655**	.597**	.648**	.618**	1	.726**	.740**	.586**	.680**	.650**	.586**	.780**
.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.413**	.535**	.573**	.623**	.623**	.557**	.685**	.726**	1	.610**	.633**	.580**	.604**	.557**	.716**
.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.511**	.515**	.605**	.598**	.536**	.563**	.538**	.740**	.610**	1	.698**	.796**	.760**	.832**	.799**
.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.538**	.543**	.633**	.562**	.499**	.588**	.563**	.586**	.633**	.698**	1	.684**	.715**	.725**	.773**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.449**	.507**	.663**	.657**	.591**	.544**	.452**	.680**	.580**	.796**	.684**	1	.817**	.825**	.814**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.416**	.471**	.634**	.489**	.421**	.499**	.548**	.650**	.604**	.760**	.715**	.817**	1	.787**	.764**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.422**	.480**	.573**	.562**	.499**	.450**	.563**	.586**	.557**	.832**	.725**	.825**	.787**	1	.770**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
.672**	.759**	.832**	.812**	.805**	.802**	.742**	.780**	.716**	.799**	.773**	.814**	.764**	.770**	1
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
69	69	69	69	69	69	69	69	69	69	69	69	69	69	69

Uji Reliabilitas Variabel Kepemimpinan Transformasional

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.942	17

Uji Reliabilitas Variabel Komitmen Organisasional

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.913	9

Uji Reliabilitas Variabel *Employer branding*

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.963	24

Lampiran 7 Uji Hipotesis

Uji Regresi Linier Sederhana tentang Pengaruh Kepemimpinan Transformasional terhadap Komitmen Organisasional

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.467	.459	.28942

a. Predictors: (Constant), MEAN_TL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.910	1	4.910	58.617	.000[b]
	Residual	5.612	67	.084		
	Total	10.522	68			

a. Dependent Variable: MEAN_OC

b. Predictors: (Constant), MEAN_TL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.759	.325		5.412	.000
	MEAN_TL	.597	.078	.683	7.656	.000

a. Dependent Variable: MEAN_OC

Uji Regresi Linier Sederhana tentang Pengaruh *Employer branding* terhadap Komitmen Organisasional

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771[a]	.594	.588	.23528

a. Predictors: (Constant), MEAN_OC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.420	1	5.420	97.923	.000[b]
	Residual	3.709	67	.055		
	Total	9.129	68			

a. Dependent Variable: MEAN_EB

b. Predictors: (Constant), MEAN_OC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.144	.308		3.711	.000
	MEAN_OC	.718	.073	.771	9.896	.000

a. Dependent Variable: MEAN_EB

Uji Regresi Linier Sederhana tentang Pengaruh *Employer branding* terhadap Komitmen Organisasional

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771[a]	.594	.588	.23528

a. Predictors: (Constant), MEAN_OC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.420	1	5.420	97.923	.000[b]
	Residual	3.709	67	.055		
	Total	9.129	68			

a. Dependent Variable: MEAN_EB

b. Predictors: (Constant), MEAN_OC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.144	.308		3.711	.000
	MEAN_OC	.718	.073	.771	9.896	.000

a. Dependent Variable: MEAN_EB

Uji PROCESS Macro Pengaruh Kepemimpinan Transformasional terhadap Komitmen Organisasional dengan *Employer branding* sebagai Pemediasi

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : MEAN_OC
    X  : MEAN_TL
    M  : MEAN_EB

Sample
Size:  69

**************************************************************************
OUTCOME VARIABLE:
 MEAN_EB

Model Summary
          R       R-sq        MSE          F        df1        df2          p
     ,8059      ,6495      ,0478   124,1288     1,0000    67,0000      ,0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    1,4641      ,2455     5,9648      ,0000      ,9741     1,9540
MEAN_TL      ,6562      ,0589    11,1413      ,0000      ,5387      ,7738

**************************************************************************
OUTCOME VARIABLE:
 MEAN_OC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
     ,7777      ,6048      ,0630    50,4937     2,0000    66,0000      ,0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     ,7726      ,3488     2,2149      ,0302      ,0761     1,4691
MEAN_TL      ,1549      ,1143     1,3560      ,1797     -,0732      ,3831
MEAN_EB      ,6739      ,1403     4,8027      ,0000      ,3938      ,9541


****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
    Effect         se          t          p       LLCI       ULCI
     ,1549      ,1143     1,3560      ,1797     -,0732      ,3831

Indirect effect(s) of X on Y:
            Effect     BootSE   BootLLCI   BootULCI
MEAN_EB      ,4422      ,1283      ,1898      ,6927

************************ ANALYSIS NOTES AND ERRORS ************************
```

```
Level of confidence for all confidence intervals in output:
  95,0000
Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

Lampiran 8 Artikel Utama

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The mediating effect of employer branding on the relationship between transformational leadership and organisational commitment in the South African telecoms sector

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Abstract

Purpose – This study sought to investigate the mediation effect of employer branding on the relationship between transformational leadership and organisational commitment.

Design/methodology/approach – Based on an extensive literature review, a structured questionnaire was designed, and data were collected from 400 managers in the South African telecoms sector. Statistical analyses were done using SMART PLS 4.

Findings – The study established that while transformational leadership positively impacted organisational commitment, employer branding partially mediated the relationship between the two variables.

Originality/value – Little is empirically known about the mediation mechanism of employer branding on the relationship between transformational leadership and organisational commitment in the South African telecoms sector. This study, therefore, brings new insights that are important for decision-making.

Keywords Transformational leadership, Organisational commitment, Employer branding, South Africa

Paper type Research paper

Introduction and background

Owing to the advent of the Fourth Industrial Revolution, the workplace is no longer a specific place, and many workers are no longer traditional employees. The boundaries once assumed to be the natural order of the day are fast disintegrating, and traditional work models are now boundaryless (Deloitte, 2024). The world of work is now characterized by uncertainty shaped by global events, ever-changing technologies such as artificial intelligence, and evolving organisational culture. All these changes are triggering transformative shifts in how people think about work and the workplace (Deloitte, 2024). Transformational leadership has become a relevant leadership style in the contemporary workplace because of its power to change people and organisations (Eliyana *et al.*, 2019). Transformational leaders can change people to suit the contemporary environment by developing their skills. Not only that, but transformational leadership can also make organisations change-ready. This implies that organisations can embrace change and avoid being overtaken by events in the external environment.

Strong leadership has become paramount with the current global economy's increase in uncertainty and complexity. Owing to the ability of transformational leaders to navigate complex environments, research work on this construct has gained considerable attention (see Jain *et al.*, 2019; Jiatong *et al.*, 2022; Nurjanah *et al.*, 2020; Park *et al.*, 2022; Patiar and Wang, 2016; Sobaih *et al.*, 2022; Thompson *et al.*, 2021). This prior research indicates that transformational leadership positively influences critical organisational outcomes such as organisational commitment (Nurjanah *et al.*, 2020), worker performance (Eliyana *et al.*, 2019), job satisfaction (Luu and Phan, 2020), corporate reputation (Zeeshan *et al.*, 2020), employee turnover intention (Donkor *et al.*, 2022), and organisational citizenship behaviour (Khaola and Rambe, 2021). This growing body of evidence confirms the critical role of transformational leadership in business management.

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Transformational leadership has become essential in-service industries such as telecommunications, characterised by ever-changing technologies and stiff competition. Telecom workers must be innovative to stay afloat from the competition that is now coming from non-traditional competitors such as internet-enabled social media companies. Telecom companies are also staffed with high-tech professionals whose skills are in demand globally and, hence, must be retained for the business's continued success. In this context, transformational leaders are required in this sector because they are change champions (Benraïss-Noailles and Viot, 2021) and can influence companies to embrace change quickly. On the other hand, transformational leaders can influence employees' innovative behaviours and motivational levels through individualized consideration and idealized influence (Patiar and Wang, 2016), thus getting employees committed to the organisation. Transformational leaders can also build an employer brand that stimulates positive employee attitudes, such as organisational commitment (Benraïss-Noailles and Viot, 2021). Because of this, this study examined the mediation role of employer branding on the relationship between transformational leadership and the organisational commitment of employees in the telecoms sector in South Africa.

Transformational leadership research is well-established in Africa. It has been investigated in the context of schools (Shava and Heystek, 2021),state-owned enterprises (Donkor and Zhou, 2020) the manufacturing sector (Els *et al.*, 2021; Wamalwa, 2023), academic libraries (Kunene and Mapulanga, 2021), project teams (Kabore *et al.*, 2021), aviation industry (Puni *et al.*, 2021, 2022)., universities (Bacha and Kosa, 2024; Khaola and Rambe, 2021), and engineering firms (Ntseke *et al.*, 2022). Similarly, research work on organisational commitment has focused on different African contexts, such as public universities (Dube and Ndofirepi, 2024), local government departments (Masale *et al.*, 2021), higher education institutions (Muleya *et al.*, 2022), financial services (Ndlovu *et al.*, 2021), and manufacturing (Els *et al.*, 2021). This body of evidence confirms the popularity of transformational leadership and organisational commitment constructs. However, these studies have yet to specifically focus on the telecommunications industry, which is the focus of this investigation. Furthermore, although the link between transformational leadership and organisational commitment appears well-established in the literature (Jain *et al.*, 2019), more needs to be empirically known about the mediation mechanisms through which transformational leadership influences desired outcomes (Khaola and Rambe, 2021). The few studies available have focused on the mediation role of variables such as perceived organisational support, job satisfaction and affective commitment (Ng, 2017), job satisfaction and organisational commitment (Eliyana *et al.*, 2019), trust and psychological wellbeing (Jain *et al.*, 2019), employee engagement (Park *et al.*, 2022; Patiar and Wang, 2016), organisational commitment (Masri and Suliman, 2019; Patiar and Wang, 2016) and organisational justice and affective commitment (Khaola and Rambe, 2021). This stream of research work confirms that there needs to be more literature on the mediation role of employer branding. For this reason, this study investigated the mediating role of employer branding on the relationship between transformational leadership and organisational commitment. The direct link between employer branding and organisational commitment is also under-researched (Alves *et al.*, 2020). This research, therefore, seeks to bridge these gaps.

This research is significant because it empirically validates transformational leadership as a driver of organisational commitment. Furthermore, it focuses on the telecommunications industry, which has largely been underexplored. Last, this study offers important insights to telecoms managers as it confirms antecedents of organisational commitment, which is crucial in an ever-changing environment like the South African telecoms sector.

This paper is organised as follows: The next section deals with a literature review and hypothesis development, followed by a discussion of the results.

Literature review and hypotheses development

Theoretical framework

Social exchange theory. Transformational leadership studies have adopted different theoretical perspectives, such as the LMX theory (Kabore *et al.*, 2021), transformational

leadership theory (Kunene and Mapulanga, 2021), and Full Range Leadership Theory (Puni *et al.*, 2022). This study will adopt the Social Exchange Theory (SET), which aligns with previous research (see Khaola and Rambe, 2021; Ntseke *et al.*, 2022). SET posits that parties can be involved in reciprocal relationships that benefit each other (Yang *et al.*, 2023). The core principle of SET is that a person should reciprocate positively when the quality of the mutual relationship has been improved. Hence, in the context of this research, employees can reciprocate good leadership by engaging in outcomes such as organisational commitment. By their nature, transformational leaders show appreciation and concern for employees; hence, this may elevate the followers' feelings of being treated with dignity, respect, and equality (Thompson *et al.*, 2021), resulting in the development of commitment to the organisation.

Transformational leadership. The concept of transformational leadership is generally credited to the work of MacGregor (1978), who distinguished between those who led using exchange and rewards and those who led followers through inspiration to achieve ambitions and organisational targets (Kets de Vries *et al.*, 2016). This signalled a shift towards a new leadership genre that focuses more on interpersonal, inspirational, and visionary leadership, known as Transformational leadership (see Avolio *et al.*, 1999; Bass and Avolio, 1990) Owing to its relevancy in the current ever-changing environment, the concept of transformational leadership has become prominent in the mainstream management literature (see Becker *et al.*, 2022; Eliyana *et al.*, 2019; Jain *et al.*, 2019; Park *et al.*, 2022; Patiar and Wang, 2016; Zhang *et al.*, 2018). Transformational leadership is a process through which followers are inspired and encouraged to transcend their interests for the organisation's good by adopting innovative methods to deal with complex work situations (Kim and Park, 2020). Four attributes of transformational leadership discussed in the literature are idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Idealised influence is the ability of transformational leaders to express confidence in the organisational vision, instilling admiration and respect and emphasizing accomplishments of followers (Al-Husseini *et al.*, 2021). Inspirational motivation involves transformational leaders expressing long-term visions that are appealing and inspiring to followers (Becker *et al.*, 2022). In describing the intellectual stimulation attribute, Al-Husseini *et al.* (2021) stated that transformational leaders seek new methods of solving problems from the followers by motivating them to question assumptions and encouraging them to be imaginative and out-of-the-box thinkers. The individualized consideration attribute encompasses transformational leaders building interactive relationships with subordinates and paying particular attention to their needs (Al-Husseini *et al.*, 2021). This is important when connecting with followers. Hence, the transformational leader and the followers can create an emotional bond. As a result, several outcomes can be attributed to this relationship, for example, work engagement, organisational commitment, intention to stay, and productivity.

Research on transformational leadership is well-established in Africa (see Donkor and Zhou, 2020; Görgens-Ekermans and Roux, 2021; Kabore *et al.*, 2021; Khaola and Rambe, 2021; Kunene and Mapulanga, 2021; Ntseke *et al.*, 2022; Puni *et al.*, 2021, 2022; Samuel and Engelbrecht, 2021). Prior studies identified transformational leadership attributes that were critical in South African libraries as being ethical, analytical, and visionary (Kunene and Mapulanga, 2021). In Benin, transformational leadership was found to impact the success of international development projects significantly (Kabore *et al.*, 2021). Similarly, in Lesotho and Ethiopia studies, transformational leadership strongly predicted employees' organisational citizenship behaviour (see Khaola and Rambe, 2021; Bacha and Kosa, 2024). In the education sector in South Africa, it was established that transformational leadership was instrumental in sustaining the quality of teaching (Shava and Heystek, 2021). In a study of state-owned enterprises in Ghana, transformational leadership had an inverse relationship with turnover intentions (Donkor and Zhou, 2020). This could be attributed to the individualized consideration of transformational leaders, which builds employee trust and confidence.

Organisational commitment. The concept of organisational commitment is built on the premise that individuals can form an attachment to the organisation they work for (Patiar and Wang, 2016). This attachment is characterised by an intention to remain in the organisation and an endeavour to exert extra effort towards goal accomplishment resulting in organisational outcomes such as increased productivity, innovative behaviours, and work engagement. Owing to this, the construct of organisational commitment has continued to gather momentum and has attracted the attention of organisational psychologists and researchers from several disciplines (Jain *et al.*, 2019).

According to Sobaih *et al.* (2022), organisation commitment can be categorised into three "mindsets" which are affective commitment (which is concerned with employees' emotional attachment to the organisation), normative commitment (concerned with employees' sense of obligation to stay), and continuous commitment (which relates to the perceived costs associated with leaving current employment). Employees who are committed to the organisation exhibit great loyalty to the organisation, and they are always willing to contribute towards organisational effectiveness (Patiar and Wang, 2016). Transformational leadership plays a role in stimulating the commitment of employees (Nurjanah *et al.*, 2020).

Just like transformational leadership, organisational commitment has been extensively investigated in Africa (see Coetzee and Bester, 2021; Dube and Ndofirepi, 2024; Els *et al.*, 2021; Khaola and Rambe, 2021; Masale *et al.*, 2021; Muleya *et al.*, 2022; Ndlovu *et al.*, 2021; Samuel and Engelbrecht, 2021). In most cases, organisational commitment has been investigated as an outcome variable or a mediator. In a study involving teaching staff in Zimbabwe, job satisfaction partially mediated the relationship between work-life balance and organisational commitment (Dube and Ndofirepi, 2024). Similarly, Khaola and Rambe's (2021b) research confirmed that affective commitment partially mediated the link between transformational leadership and organisational citizenship behaviour. In a study in a government institution in Botswana, job satisfaction was found to be a strong predictor of organisation commitment. In a survey of the South African manufacturing sector organisations, the quality of work strongly predicted organisational commitment (Els *et al.*, 2021). Other factors influencing organisational commitment include training and career development (Muleya *et al.*, 2022), line manager communication, and organisational trust (Ndlovu *et al.*, 2021).

Employer branding. Branding is no longer confined to products, but its relative importance has now shifted to attracting and retaining staff (Bharadwaj *et al.*, 2022). It perfectly illustrates the convergence of marketing and human resource management. The point of difference is that where product brands are used to attract and retain loyal customers, employer branding targets the retention of loyal employees. Hence, employer branding emerged due to the difficulties employers experience in attracting and retaining superior talent (Benraïss-Noailles and Viot, 2021). In defining employer branding, Bharadwaj *et al.* (2022) stated that it is a set of intangible characteristics that distinguishes an organisation, provides a unique work experience to employees, and attracts people who will thrive in its culture. Therefore, It is not surprising that the employer brand is now considered a unique value proposition defining what an employer delivers to its HR targets compared to what other employer brands offer in the marketplace (Benraïss-Noailles and Viot, 2021). In the African context, little has been empirically investigated about employer branding in recent years (see Bahri-Ammari *et al.*, 2022; Hanu *et al.*, 2021; Veldsman and Van Der Merwe, 2022). The limited available research confirmed that employer branding was instrumental in reducing employee intentions to leave (Bahri-Ammari *et al.*, 2022; Hanu *et al.*, 2021).

Transformational leadership and organisational commitment. Leadership plays a pivotal role in growing organisations and individual performance (Patiar and Wang, 2016). Influential organisational leaders are those who provide followers with resources that are necessary for vision accomplishment. Unsurprisingly, leadership styles have become the focus of research (Jain *et al.*, 2019), and transformational leadership is one of the most extensively studied leadership styles (Ng, 2017). Transformational leaders motivate their followers and inspire

them to work beyond ordinary expectations. They spur employees to look beyond their self-interest for the good of the group (Jain *et al.*, 2019). This implies that employees working under transformational leaders are not selfish; they promote teamwork for the benefit of the collective organisation. Transformational leaders' characteristics, including idealised influence, inspirational motivation, intellectual stimulation, and individualized consideration, have been found to enhance cognitive, emotional, and behavioural engagement (Park *et al.*, 2022). This fosters employees' organisational commitment leading to superior customer service and improved performance of the organisation (Patiar and Wang, 2016). According to Patiar and Wang (2016), transformational leaders have high competency and vision to realize success through their inspirational capability. This implies they can influence employees to develop a sense of commitment and enthusiasm for achieving organisational objectives. Past research also confirms that transformational leadership significantly enhances the commitment of employees to the organisation (see Jain *et al.*, 2019; Park *et al.*, 2022; Patiar and Wang, 2016; Sobaih *et al.*, 2022). It can therefore be proposed that:

H1. Transformational leadership positively influences organisational commitment.

Transformational leadership and employee branding. Transformational leaders play a prominent role in creating an employer brand as they are instrumental in creating an environment that differentiates an organisation from the sea of competitors. Not only that but as transformational leaders can also attract employees through personal charisma and inspiration; they can facilitate the development of a unique brand that attracts employees (Benraïss-Noailles and Viot, 2021). Furthermore, as change agents (Zhang *et al.*, 2018), transformational leaders can create an organisational brand that offers unforgettable experiences to employees, which is instrumental in attracting and retaining talent. Transformational leaders create value for the people as human beings, such as solid skills, good jobs, opportunities for advancement, and more equity (Deloitte, 2024). Again, this creates an organisational brand that is strong in the market compared to competitors. It can, therefore, be proposed that:

H2. Transformational leadership positively influences employer branding.

The mediating role of employer branding. A strong employer brand influences necessary employee attitudes, such as organisational commitment (Bharadwaj *et al.*, 2022). Hence, an organisation may not rely on transformational leadership only in an endeavour to get employees committed to the organisation. Employer branding can act as a catalyst for the link between transformational leadership and organisational commitment. This is because employer branding communicates, internally and externally, the unique attributes that build an organisation's identity as an employer of choice (Bharadwaj *et al.*, 2022). An employer brand communicates an organisation's identity as a place to work, encompassing such issues as an organisation's value system, policies, and expected behaviours. This serves to attract, motivate, and retain employees. Employer branding also involves the creation of positive emotions at the workplace and improving employer and employee relationships (Alves *et al.*, 2020). Such a workplace is essential in influencing employees' attachment to an organisation.

Furthermore, in employer branding, an organisation develops a set of unique and distinct benefits that can influence employees' long-term commitment to the organisation (Bharadwaj *et al.*, 2022). These benefits can include human capital development (Alves *et al.*, 2020), motivating compensation mechanisms, and career growth prospects. This is critical in influencing the commitment of employees to the organisation. It can, therefore, be proposed that:

H3. Employer branding mediates the relationship between transformational leadership and organisational commitment.

H4. Employer branding positively influences organisational commitment.

In line with the discussion above, this study proposes the conceptual framework below in Figure 1:

Methodology

Research paradigm and design

This research adheres to the ontological position of objectivism and the epistemological position of positivism. In line with this, a cross-sectional design was adopted, and a quantitative approach was followed to test and confirm the hypotheses underpinning this study.

Population and sampling

South Africa has one of the most developed telecommunications sectors in Africa. Six telecommunications companies are listed on the Johannesburg Stock Exchange (JSE) (Technology & Telecommunications Sector Report, 2023). Participants from four of these companies were selected for this study. Hence, this investigation targeted 4,000 telecoms middle-level managers who understood the purpose of this study. According to Israel (1992), a sample size of at least 364 participants is considered sufficient for a population of such a magnitude. Accordingly, to ensure that each member of the population had an equal chance of being selected (Saunders *et al.*, 2009), the simple random sampling technique was followed to select the participants in this study. Of the approximately 423 potential participants, 400 responses were collected, yielding a response rate of 95%.

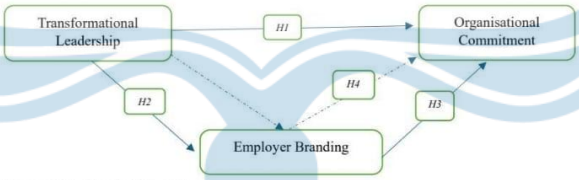
This study followed all ethical guidelines and procedures. Furthermore, participants were assured of confidentiality and could opt out of the research without coercion. A structured questionnaire with a section on informed consent was developed and uploaded onto the Google Forms platform. An online link generated from the platform was sent to the participants' email addresses, obtained from different companies' HR divisions. The participants' demographics are summarised in Table 1 below.

Research instrument measures

The research variables were examined using previously validated measurement items in the literature. The structured questionnaire items were piloted with individuals from the research population. A five-point Likert scale was used to measure the constructs ranging from 1 "strongly disagree" to 5 "strongly agree."

Transformational leadership: Transformational leadership was operationalised with a scale developed by Patiar and Wang (2016). A sample item from the scale was: "*My leader helps others to develop strengths*."

Organisational commitment: Organisational commitment was measured using items adapted from the work of Patiar and Wang (2016). A sample item from the scale was: "*I talk up this organisation to my friends as a great place to work for.*"



Source(s): Created by author

Figure 1. Conceptual framework

Table 1. Participants demographics

		Percentage	Percentage
Gender			
Male		48%	
Female			52%
Education level			
High School		21%	
First Degree		58%	
Post Graduate Degree		21%	
Organisation tenure	<10 Years	20%	
	10–15 years	45%	
	>15 years	35%	

Source(s): Created by author

Employer branding: The employer branding scale used in this study was based on the work of Nanjundeswaraswamy *et al.* (2022). A sample item from the scale was: *This organisation communicates openly and directly about career aspirations.*

Reliability and validity

The data was assessed for validity and reliability as discussed below:

Indicator reliability: If a reflective indicator loading is higher than 0.5, the item is a good measurement of a latent construct (Hulland, 1999). Accordingly, all the indicator loadings exceeded 0.5 (see Table 1).

Internal consistency reliability: This study used Composite Reliability (CR) and Cronbach's alpha to assess internal consistency reliability. Gefen *et al.* (2000) state that a CR value of at least 0.7 indicates adequate internal consistency reliability. Hair *et al.* (2017) suggested that Cronbach alpha (α) values greater than 0.60 are widely considered desirable in research to indicate internal consistency reliability. Cronbach alpha and Composite Reliability threshold values were satisfied.

Convergent reliability: Convergent reliability is the extent to which a measure correlates positively with alternative measures of the same construct (Hair *et al.*, 2012). Average Variance Extracted is used to assess convergent reliability and should be higher than 0.5. Table 2 below confirms that AVE values are acceptable.

Discriminant validity

According to Hair *et al.* (2012), discriminant validity can be assessed using the Fornell-Larcker criterion. This technique compares the square root of the AVE values with the correlations of the latent variable with other constructs. The square root of the AVE of each construct should be higher than the correlation with any other construct (Hair *et al.*, 2012), as is the case in Table 3 below.

Results

Partial least squares structural equation modelling (PLS-SEM)

SMART PLS 4 was conducted to test the hypotheses of this study. The results are shown in Figure 2 below.

Direct effects

Table 4 below shows that transformational leadership and employer branding significantly impacted organisational commitment ($\beta = 0.365$, p-value = 0.00; $\beta = 0.528$, p-value = 0.00).

Table 2. Factor scores, mean, standard deviation, average variance extracted (AVE) and composite reliability

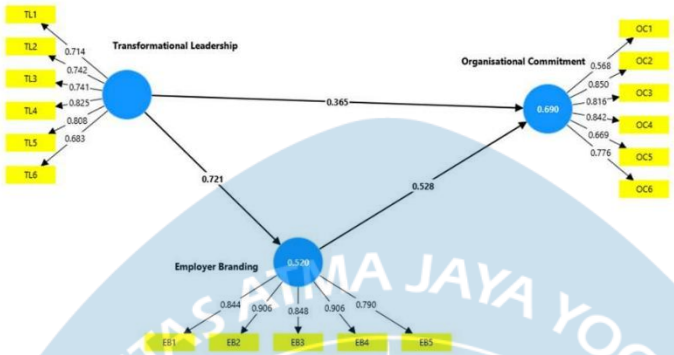
	Variable	Factor score	Mean	Standard deviation	Alpha	AVE	CR
	Transformational leadership				*0.85*	*0.57*	*0.89*
TL1	My leader helps others to develop strengths	0.714	3.77	1.287			
TL2	My leader talks enthusiastically about what needs to be accomplished	0.742	4.14	1.175			
TL3	My leader spends time teaching and coaching	0.741	3.10	1.382			
TL4	My leader expresses confidence that goals will be achieved	0.825	3.85	1.132			
TL5	My leader communicates a convincing vision for the future	0.808	3.70	1.188			
TL6	My leader gets others to look at others from different angles	0.683	4.06	1.085			
	Employer branding				*0.91*	*0.74*	*0.91*
EB1	There are opportunities for career progression in this organisation	0.844	3.92	1.055			
EB2	This organisation communicates openly and directly about career aspirations	0.906	3.93	1.037			
EB3	In this organisation, HR practices are designed to meet personal needs	0.848	4.05	1.099			
EB4	Management welcomes opinions and suggestions	0.906	3.97	1.109			
EB5	This organisation exhibits leadership	0.790	3.64	1.205			
	Organisational commitment				*0.84*	*0.58*	*0.86*
OC1	I am willing to put in a great deal of effort beyond what is normally expected to help this organisation to be successful	0.568	2.95	1.374			
OC2	I talk up this organisation to my friends as a great place to work for	0.850	3.46	1.188			
OC3	I would accept almost any job tasks to keep working for this organisation	0.816	3.28	1.176			
OC4	I find that my values and the organisation's values are very similar	0.842	3.42	1.070			
OC5	I am proud to tell others that I am part of this hotel	0.669	4.06	1.103			
OC6	I care about the fate of this organisation	0.776	3.83	1.217			

Source(s): Created by author

Table 3. Discriminant validity

	Transformational leadership	Employer branding	Organisational commitment
Transformational leadership	*0.75*		
Employer branding	0.70	*0.86*	
Organisational commitment	0.68	0.71	*0.76*

Note(s): The discriminant validity values are shown diagonally in italic
Source(s): Created by author



Source(s): Created by author using SMART PLS 4

Figure 2. SMART PLS 4 graphic output

Table 4. Path coefficients and probability values

Hypothesis	Path	Path coefficient	*p*-value	Decision
H1	TL>>>>OC	0.365	0.00	Accepted
H2	TL>>>EB	0.721	0.00	Accepted
H3	EB>>>OC	0.528	0.00	Accepted

Note(s): KEY: TL – Transformational Leadership
OC: Organisational Commitment
EB: Employer Branding
Source(s): Created by author

Hence, H1 and H3 were accepted. Furthermore, transformational leadership significantly impacted employer branding ($\beta = 0.721$, p-value $= 0.00$). Hence, H2 *was* accepted.

Mediation effects of organisational commitment

The results showed that employer branding partially mediated the relationship between transformational leadership and organisational commitment ($\beta = 0.38$; p-value $= 0.00$); hence, H4 was accepted.

Discussion

This investigation examined the mediation effect of employer branding on the relationship between transformational leadership and organisational commitment. Four pertinent discussion points are raised in this study. First, transformational leadership was confirmed to be positively related to organisational commitment ($\beta = 0.365$, $p = 0.00$). This finding corroborates earlier findings on the link between transformational leadership and organisational commitment (see Eliyana *et al.*, 2019; Jain *et al.*, 2019; Patiar and Wang, 2016). In general, transformational leadership is vital in enhancing the attitudes of employees, such as organisational citizenship behaviour and intention to stay (see Khaola and Rambe, 2021; Ntseke *et al.*, 2022; Samuel and Engelbrecht, 2021). The key characteristics of

transformational leadership, such as idealised influence and intellectual stimulation (Park *et al.*, 2022), are instrumental in shaping the behaviour of employees. Transformational leaders can craft a compelling vision and get followers to work towards achieving the vision. This is because transformational leaders are inspirational (Patiar and Wang, 2016). This inspirational capability stirs emotional attachment among employees; hence, they can work beyond what they had initially planned to do (Jain *et al.*, 2019). The ability of transformational leaders to perform individualised consideration implies that they can meet the unique needs of followers (Patiar and Wang, 2016). Once specific individual needs are satisfied, employees can develop a long-lasting commitment to the organisation.

Second, this study found evidence that transformational leadership positively impacts employer branding ($\beta = 0.721$, $p = 0.00$). This is consistent with earlier findings, for example, Benraïss-Noailles and Viot (2021) and Bharadwaj *et al.* (2022). Transformational leaders can create a solid and attractive organisational brand. This can be achieved by adequately providing for the followers' needs and improving the people's experience at the workplace (Eliyana *et al.*, 2019). This, again, can influence employees' attitudes, such as the intention to stay (Benraïss-Noailles and Viot, 2021). Transformational leaders are also instrumental in creating a workplace environment that offers a unique value proposition to its HR targets by offering functional and distinct benefits that far outweigh competition. Such an employer brand attracts talented employees. Third, employer branding positively impacted organisational commitment ($\beta = 0.528$, $p = 0.00$). This finding resonates with the earlier research (see Benraïss-Noailles and Viot, 2021). An effective employer brand establishes a firm's identity as an employer of choice (Bharadwaj *et al.*, 2022). An employer of choice offers distinct benefits compared to similar businesses in the same industry. These benefits can convey a message of organisational support to employees that might transfer to a long-term association with an organisation (Bharadwaj *et al.*, 2022). Fourth, employer branding partially mediated the relationship between transformational leadership and organisational commitment ($\beta = 0.29$, $p = 0.00$). This implies that transformational leadership can positively influence organisational commitment through employer branding. Transformative employer branding initiatives such as exceptional employee experience, motivating compensation mechanisms, and a supportive organisational culture influence employees' long-term emotional attachment.

Theoretical implications

This study is theoretically significant in several ways. First, this study validates the Social Exchange Theory. This is because the positive relationship between transformational leadership and organisational commitment implies some kind of reciprocation from employees in response to the leaders' actions. Second, African studies on transformational leadership are mainly inclined to other sectors such as universities (Khaola and Rambe, 2021; Bacha and Kosa, 2024), schools (Shava and Heystek, 2021), libraries (Kunene and Mapulanga, 2021), aviation (Puni *et al.*, 2021). This study, therefore, extends the transformational leadership body of evidence from the telecommunications industry in South Africa. Third, although the impact of transformational leadership on different organisational outcomes is widely established, this study gives a different perspective in that it investigated the mediation effect of employer branding. Incorporating employer branding as a mediator in the research framework helps comprehend the role of the employer brand in influencing necessary employee attitudes. Furthermore, the findings of this study confirmed that the predictors of organisational commitment are not arbitrary but based on validated theoretical attributes such as transformational leadership and employer branding. This study, therefore, extends previous research knowledge in the field of leadership and employee attitudes.

Practical implications

This study offers important practical insights to organisational stakeholders such as managers, employees, and the government. This study's findings underscore the importance of

transformational leadership in business management. This implies that African managers, in general, and South African executives, in particular, must design transformational leadership development programs. These include conferences, experiential learning opportunities, coaching, and mentoring. On a continental scale, African policymakers and pressure groups must create independent organisations or advocacy groups like the World Economic Forum, where compelling leadership experiences are shared and debated. Africa has business founders and managers who can share transformational leadership experiences with upcoming managers. This can facilitate the development of emerging African transformational leaders who function effectively in the 21st century. African managers, especially those in the telecoms sector in South Africa, must exhibit traits of transformational leadership such as individualised consideration, intellectual stimulation, and idealised influence. These traits can stimulate positive work-related behaviours among employees (Jain *et al.*, 2019), thus improving organisational performance.

As employer branding was confirmed to affect organisational commitment positively, African telecoms executives, especially in South Africa, must prioritise building strong employer brands. The results imply that the success of an organisation is equally dependent on its employers' brand as it is on the quality of its products and services. A strong employer brand can be built by achieving value congruency where organisational values match the employees' values. This congruency can result in employees developing a strong affinity towards the organisation. South African telecoms managers can also implement strategies to build strong employer brands by offering opportunities for professional development, streamlining internal communication, and enhancing the employee experience.

Study findings are equally important to employees as they are to managers. Employee attitudinal behaviours can be shaped in line with the findings of this research. The results revealed that transformational leaders can build strong employer brands. Strong organisational brands attract investors and are likely to have higher share prices. This increases the organisation's net worth, and employees can benefit from improved reward mechanisms. Hence, employees' decisions, such as whether to stay or leave the organisation, can be influenced by the leadership style in an organisation.

The findings of this research are essential to African governments. In Africa, many state-owned enterprises require strong leadership. State-owned enterprises remain an albatross around the neck of the fiscus in many African countries. This research informs African governments to appoint transformational leaders in vital state-owned firms. Through the efforts of transformational leaders, African state-owned enterprises can contribute to economic growth and reduce unemployment levels. This will facilitate the attainment of the 2030 United Nations Sustainable Development Goals.

Conclusion

This study confirmed the importance of transformational leadership in business management. Further, this study confirmed the underlying mechanism of transformational leadership influencing organisational commitment. The research suggests that employer branding partially mediates the relationship between transformational leadership and organisational commitment. Developing solid employer brands can cultivate a practical commitment to the organisation. Committed employees are critical ingredients of organisational effectiveness.

Limitations

This study addresses an important concept in business management and has improved our understanding of transformational leadership. The study was done in the South African setting, which may affect the generalisability of findings to other parts of the world. The sample size of 400 managers might represent a small fraction; however, scholars need to test our conceptual model in a large-sample quantitative study to assess its validity. Despite these limitations, this

study has provided practical empirical evidence demonstrating the relationship among variables investigated in this study.

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