

The Mediating Role of Organizational Commitment in the Effect of Transformational Leadership on Job Satisfaction¹

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Dönüşümcü Liderliğin İş Tatminine Etkisinde Örgütsel Bağlılığın Aracılık Rolü

Öz

Bu çalışmada dönüşümcü liderliğin iş tatminine etkisinde örgütsel bağlılığın aracılık rolünün ortaya çıkarılması amaçlanmıştır. Bu amaçla İstanbul/Avrupa Yakası'nda çeşitli sektörlerde faaliyet gösteren üretim işletmelerinde kolayda örnekleme yoluyla seçilen katılımcılarla (n:440) araştırma gerçekleştirilmiştir. Araştırma literatürde geçerliliği ve güvenilirliği kanıtlanmış sorularla, yüz yüze ve online olarak yapılmıştır. Araştırmanın ölçeğinde, katılımcılara ait demografik özellikler, dönüşümcü liderlik, iş tatmini ve örgütsel bağlılık ile ilgili sorular yer almaktadır. Elde edilen veriler, SPSS 24 programı ile test edilmiş ve bulgular yorumlanmıştır. Araştırmada, değişkenler arasındaki ilişkide anlamlı ve pozitif etkilerin olduğu ve dönüşümcü liderliğin iş tatminine etkisinde örgütsel bağlılığın kısmi aracı rolü olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: Dönüşümcü Liderlik, İş Tatmini, Örgütsel Bağlılık

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Abstract

This study aimed to examine the mediating role of organizational commitment in the effect of transformational leadership on job satisfaction. Data were collected from 440 participants selected through convenience sampling from manufacturing companies in various sectors on Istanbul's European side. The questionnaire, validated in previous studies, included items on demographic characteristics, transformational leadership, job satisfaction, and organizational commitment, and was administered both face-to-face and online. Data were analyzed using SPSS 24. The findings revealed significant positive relationships among the variables and showed that organizational commitment partially mediates the effect of transformational leadership on job satisfaction, highlighting its critical role in enhancing employee engagement and satisfaction.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment

Makale Türü: Araştırma makalesi

Paper Type: Research article

1. Introduction

In today's rapidly changing business environment, technological advancements, global competition, and dynamic market conditions have made the effective use of human resources a critical determinant of organizational success. Beyond performing their duties, employees' emotional attachment to the organization and their sense of job satisfaction have become strategic necessities for maintaining a competitive advantage. Ensuring employee job satisfaction and strengthening their commitment to the organization are therefore of paramount importance.

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Factors such as the work environment, financial stability, responsibility-taking, opportunities for development, a sense of belonging to the workplace, and effective communication with colleagues and managers significantly influence job satisfaction (Muslim et al., 2024).

Leadership plays a fundamental role in defining organizational goals, managing operations, and ensuring success. It serves as a primary catalyst in shaping organizational processes and outcomes (Deng et al., 2023). Leadership is broadly defined as the process of influencing a group's activities by inspiring members, helping them internalize organizational goals, and conducting strategic planning through visionary thinking. Numerous studies have focused on leaders who have influenced the world or united groups around a shared vision. However, identifying the most effective leadership model to achieve organizational objectives remains a complex issue (Knezović & Drkić, 2020).

In this context, transformational leadership has gained considerable attention as a modern leadership approach that inspires, motivates, and empowers employees to exceed expectations in alignment with organizational goals (Zheng et al., 2019). Transformational leaders encourage innovation, foster trust, and promote a shared sense of purpose, thereby facilitating individual and collective growth. However, in organizations, transformational leadership alone is not sufficient to ensure employee commitment; understanding employees' needs, values, and expectations also plays a critical role in fostering active engagement and sustained motivation (Balay, 2000).

Although many studies have examined transformational leadership (TFL), organizational commitment (OC), and job satisfaction (JS), these variables have often been investigated separately. Research exploring the mediating role of OC in the relationship between TFL and JS remains limited. Therefore, this study aims to fill this gap by examining whether TFL enhances JS through the mediating effect of OC, thereby contributing to the understanding of leadership effectiveness in organizational contexts. Although many studies have examined TFL, OC, and JS, research that investigates these variables together especially the mediating role of organizational commitment has largely focused on the service sector. Mediation analyses conducted in the manufacturing sector are limited, which constitutes the originality of this study. The mediating effect of OC between TFL and JS has not been sufficiently tested in manufacturing settings. Because employee profiles, workload, leadership expectations, and commitment dynamics differ significantly in manufacturing, studies in this sector remain scarce. Manufacturing environments characterized by shift work, high workload, physical working conditions, and hierarchical structures create unique dynamics that affect employees' expectations, organizational commitment, and job satisfaction. Therefore, examining the mediation effect in this sector contributes meaningfully to the literature.

Accordingly, the following section reviews the theoretical foundations of TFL, OC, and JS. It elaborates on the conceptual relationships among these variables and highlights previous empirical findings. By establishing this theoretical framework, the study aims to provide a clear rationale for the proposed research model and hypotheses. The aim of this research is to reveal the mediating role of OC in the relationship between TFL and JS. In line with this objective, the following research questions are posed:

- Does TFL have a significant and positive effect on JS?
- Does TFL have a significant and positive effect on OC?
- Does OC have a significant and positive effect on JS?
- Does OC mediate the relationship between TFL and JS?

2. Conceptual Framework

This section outlines the conceptual framework regarding the variables of TFL, JS, and OC.

2.1. Transformational Leadership

For businesses to remain sustainable, they must adapt to change and transformation. In this process, the leadership style held by management is of great importance (Mansurova & Güney, 2018; Sabuncuoğlu & Tüz, 2002: 226). It refers to a fundamental shift in existing structures or practices, involving rapid and radical changes to prepare for future scenarios. When evaluated together, "change" implies evolutionary differentiation, whereas "transformation" implies a sudden and revolutionary shift (Akdemir, 1997: 143). The concept of TFL was first introduced in the 1970s by political scientist J. McGregor Burns (Conger, 1999: 148). In his 1978 book, Burns defined leaders as individuals who enhance morale, motivation, and performance in others. Uysal & Shibu (2020) found in their research that TFL enhances innovation and capability in organizations, with a moderate relationship between the variables. Çalışkan & Arıkan (2017) concluded that there exists a statistically significant relationship between innovative behaviors and the core components of TFL, namely individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation. Ay & Keleş (2017), in a study involving 122 management-level employees in a university hospital, found a negative relationship between TFL and turnover intention, and a positive relationship between TFL and JS. These behaviors reduce employees' intention to leave while increasing performance. Bai et al., (2016) emphasized the existence of cross-links between TFL and innovative employees and team leaders, noting that teamwork and knowledge sharing act as mediators, as revealed through structural equation modeling. Tse & Chiu (2014), in a study involving 250 employees from five bank branches in China, supported hierarchical linear modeling results regarding both group-focused and individual-focused TFL behaviors. Aykanat & Çalışkan (2019) found that TFL behaviors positively impact organizational innovation in their study with 184 public sector managers. In another study by Uysal & Shibu (2020), involving 193 SME employees, a moderate relationship was found between TFL and innovation/creativity, showing that TFL influences organizational innovation and creativity. According to Podsakoff et al., (1990, p. 112), TFL involves six key behavioral components:

- *Articulating and Developing a Vision:* The leader must develop a vision for the future, inspire their team, and clearly understand the desired goals. Emotional commitment to shared goals should be established.
- *Intellectual Stimulation:* Employees should be encouraged to question their work, develop creative approaches to improve performance, and intellectually and emotionally understand the vision. Followers should critically evaluate their own values, beliefs, and expectations.
- *Role Modeling:* The leader must exemplify the organization's core values and model desired behaviors for employees.
- *Fostering Acceptance of Group Goals:* Collaboration among staff to achieve shared objectives should be encouraged.
- *Providing Individual Support:* The leader should respect employees and respond to their personal desires and needs.
- *High Performance Expectations:* The leader should emphasize quality and take responsibility for meeting high performance and excellence expectations.

2.2. Job Satisfaction

Researchers have provided various definitions of JS, reflecting different stages of its development. JS is defined as the feelings and attitudes individuals have towards their jobs, and it is also shaped by the comparison between what a person expects from their job and what they actually receive (Lim, 2008, p. 5). It is explained as the employee's sense of security, and the respect and appreciation received from others (Al-Mokabla, 2011, p. 279). It refers to the connection between the sense of happiness that arises in a satisfied individual and the acceptance of the responsibilities imposed by the job (Hakim, 2009, p. 67). It can also be described as the happiness derived from the financial benefits and the collaboration with coworkers to produce something of value, resulting from an employee's positive or negative assessment of their workplace (Sabuncuoğlu & Tüz, 2013a).

JS varies from person to person. Employees who are satisfied with their jobs tend to perform better due to emotional outcomes (Vroom, 1995; Taheri et al., 2020). It provides employers and managers with the opportunity to shape the work environment to retain loyal and experienced employees (Wnuk, 2017). In organizations where JS is not achieved, there is an increase in turnover, absenteeism, low job loyalty, alienation, conflict, stress, resentment, contemplation of strikes, damage to equipment, and both physical and mental health issues (Sabuncuoğlu & Tüz, 2013b).

Several studies in the literature have examined JS. Hoş & Oksay (2015), in a study on nurses, found a significantly positive relationship between OC and JS. İçcan & Sayın (2010) found a positive relationship between organizational justice, trust, and JS. Karcıoğlu & Akbaş (2010) investigated the relationship between psychological violence and JS in workplaces and found a negative correlation. Experiencing psychological violence negatively affects JS. Lu et al., (2019), in their study on nurses, found that work environment, organizational and professional commitment, job stress, patient satisfaction, and social capital were all related to JS. Loan (2020) examined the mediating role of JS in the relationship between OC and job performance and found a positive result. Taheri et al., (2020) concluded that the work environment significantly affects JS. Dodanwala et al., (2020) found that role ambiguity and conflict directly affect JS in the Sri Lankan construction sector and that JS, role conflict, and work-family conflict directly impact work stress.

2.3. Organizational Commitment

In today's knowledge-based economy, human capital has become one of the key elements of competition. Organizations are undergoing a transformation where employees are expected to contribute knowledge, experience, and participate in decision-making (Leszczyńska & Pruchnicki, 2015). This necessitates a more employee-focused approach. The commitment of human resources has become a strategic factor in management. OC refers to an individual's psychological attachment to an organization, their loyalty, and voluntary participation in organizational culture (O'Reilly, 1989). It includes the employee's willingness to go the extra mile, share the organization's goals, care about its success, and desire to stay with the organization long-term (Chen et al., 2015). It is also described as the desire to maintain membership within an organization (Koppenhoefer, 2013; Howladar et al., 2021). Kooij et al., (2010), in a meta-analysis, found that workplace conditions and HR practices affect OC. Other studies identify antecedents of commitment, such as job enrichment (Putri & Setianan, 2019), organizational climate (McMurray et al., 2004), and organizational support (Rhoades et al., 2001).

3. Research Hypotheses

This section presents previous studies examining the relationships among the variables, which guided the formulation of the research hypotheses.

3.1. Relationship between Transformational Leadership and Job Satisfaction

Zahari & Shurbagi (2012), in a study conducted in Libya's oil sector, found that TFL significantly and positively impacts organizational culture and JS. Wang et al., (2012), with 238 nurses in Chinese hospitals, found that TFL and JS had a moderately positive relationship. Bozkır (2014), in a study of public and private sector employees in Istanbul (n = 140), found a relationship between TFL and JS. Mert et al., (2019), in a university-based study in Istanbul, also confirmed this positive impact. Ayık (2022) found that in the Marmara Region Youth and Sports Directorate, higher levels of TFL behaviors led to higher JS. Chi et al., (2023), in a study with 331 private-sector employees in Vietnam, found that TFL significantly affects JS and performance, while financial rewards negatively impacted these relationships. Based on the literature review, the following hypothesis was developed.

H1: TFL has a significant and positive effect on JS.

3.2. Relationship between Transformational Leadership and Organizational Commitment

A leader is someone who brings together the shared thoughts and desires of group members to achieve a goal (Eren, 1998). OC plays a key role in solving problems such as competition and inefficiency. Various studies explore the link between leadership behaviors and OC. Hemedoğlu and Evliyaoğlu (2015), with 144 white-collar employees, found that perceptions of TFL impacted emotional, normative, and continuance commitment. Mesu et al., (2015) found a positive relationship between TFL and commitment in the service sector, but not in the manufacturing sector. Allen et al., (2017), in a study with 218 private-sector professionals in the U.S. concluded that TFL contributes to employee identification and commitment. Based on the literature review, the following hypothesis was developed.

H2: TFL has a significant and positive effect on OC.

3.3. Relationship Between Organizational Commitment and Job Satisfaction

Organizations require competent and dedicated employees to achieve their goals. Failure to secure this is a major issue. Greater employee commitment reduces turnover (Bakiev, 2013, p. 169). OC implies active engagement, while JS is more passive (Avunduk, 2021). Key studies include, Norris & Niebuhr (1984) found a strong relationship between OC and JS among professional accountants. Nagar (2012) emphasized that increased JS boosts commitment. Chordiya et al., (2017) & Lizote et al., (2017) found a positive relationship between emotional commitment and JS. Hedayat et al., (2018) also confirmed this link. Nasution & Rafiki (2020) in Indonesia found that Islamic work ethics positively affect both OC and JS. Gajic et al., (2021) verified this relationship among women in tourism. Çınar et al., (2022) & Theofilou et al., (2022) found statistically significant relationships among healthcare professionals and pharmaceutical workers, respectively. Based on the literature review, the following hypothesis was developed.

H3: OC has a significant and positive effect on JS.

3.4. The Mediating Role of Organizational Commitment in the Relationship between Transformational Leadership and Job Satisfaction

While TFL, OC, and JS have been studied individually, few studies have explored these variables together. Thus, this research contributes significantly to the literature. Studies supporting this include; Priya et al., (2023), who found that TFL and work-life balance positively affect JS in South India, Panagopoulos et al., (2024), with 441 participants in Greece, found that TFL positively influences teacher JS. Palalic et al., (2020) confirmed a positive relationship between TFL and commitment among 256 multinational company employees in Morocco. Fitriadi et al., (2021), in Aceh, Indonesia, found significant relationships among TFL, organizational support, and performance. Yeşiltaş (2020) observed

that TFL enhanced commitment among 302 university administrative staff. Tanrıverdi (2022) found positive effects of TFL on commitment in a study with 150 employees in Istanbul. Meliala et al., (2023), in Jakarta, found that organizational culture, TFL, and JS influence organizational citizenship behavior. TFL has the potential to influence JS through its impact on employees' OC, highlighting the fundamental connection among these variables. TFL has the potential to influence JS through its impact on employees' OC, highlighting the fundamental connection among these variables. In this study, OC was selected as a mediating variable in the relationship between TFL and JS, as it theoretically and psychologically represents the core mechanism that explains the interaction between these two variables. Accordingly, OC functions as a bridge that clarifies how TFL fosters JS among employees. The direct effect of TFL on JS may be limited; however, the trust, sense of belonging, and value alignment created by TFL first enhance OC, which in turn leads employees to experience higher levels of JS. Therefore, OC was included in the model as the key psychological transmission mechanism mediating the effect of TFL on JS. Based on the literature review, the following hypothesis was developed.

To explain the relationship between TFL → OC → JS, according to the fundamental assumption of Social Exchange Theory (Blau, 1964), individuals behave based on the principle of reciprocity in social relationships. TFL enhance employees' sense of psychological indebtedness toward the organization by providing support, trust, vision, and inspiration. In return for this "positive social exchange," employees develop stronger commitment to the organization (increased OC). Moreover, when employees feel a high level of commitment to their organization, they identify with its values and perceive their work not merely as a duty but as part of a mutual exchange relationship. Consequently, JS increases, as OC leads employees to view their work as more meaningful. OC thus facilitates the fulfillment of employees' psychological needs; as their commitment rises, they perceive their jobs as more meaningful and satisfying (increased JS). Therefore, OC functions as a mediating mechanism in the effect of TFL on JS. Based on the literature review, the following hypothesis was developed.

H4: OC mediates the relationship between TFL and JS.

3.5. Research Model

As shown in Figure 1, the research model has been developed drawing on theoretical frameworks and empirical evidence identified through a review of the relevant literature.

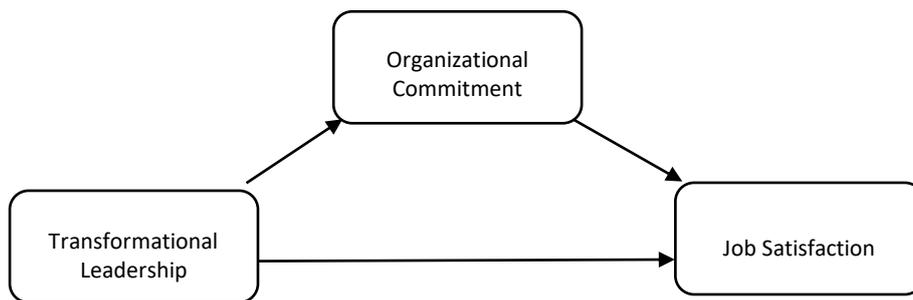


Figure 1. The Model of the Research
Source: Created by the author

In Figure 1, the independent variable in the study is TFL and the dependent variable is JS. The OC variable, on the other hand, is included in the model as an intermediary variable.

4. Method

The Methodology section includes the selection of variables, the purpose of the study, the sample, data collection tools, ethical considerations, limitations, the scales used, and their sources.

4.1. Variable Selection

It is critically important to examine the variables of TFL, OC, and JS together. Previous research has revealed that there are a limited number of studies addressing these three variables simultaneously. Therefore, this research is expected to provide valuable insights and serve as a guide for future studies exploring these relationships. In this study, OC serves as a mediating variable in the relationship between TFL (independent variable) and JS (dependent variable), potentially acting as a strengthening or weakening factor. Employees' willingness to go beyond assigned tasks reflects their level of OC. TFL, who go beyond traditional systems and adopt change-oriented strategies, play a key role in shaping JS through OC.

4.2. Purpose, Sample and Data Collection Tools

This study aims to examine whether OC functions as a mediator in the effect of TFL on JS. While Altıntaş & Özata (2024) examined the combined effects of transformational and transactional leadership on employee satisfaction in higher education institutions through multiple mediators, the present study offers an original contribution by focusing specifically on TFL in manufacturing companies. Unlike prior research, it investigates the mediating role of OC in the relationship between TFL and JS, thereby testing a specific mechanism rather than multiple leadership types and mediators. Furthermore, examining this relationship in a different sector addresses a gap in the literature and provides practical insights for managers seeking to foster employee engagement and satisfaction in industrial settings. A review of prior studies revealed a gap in the literature where these variables are examined together, suggesting that this study will provide a valuable contribution to the field.

Hypotheses were developed based on the study's purpose, and field research was conducted to test these hypotheses. The research was completed with theoretical background, methodology, findings, and conclusion sections. The sample consisted of employees working in the manufacturing sector on the European side of Istanbul, chosen for reasons of time and cost efficiency and accessibility. Istanbul was selected due to its demographic and economic importance, as well as the high concentration of major industrial facilities. Data were collected using both face-to-face and online surveys, a common method in quantitative research. The questionnaire was administered convenience sampling to 440 individuals. The informed consent/consent form has been signed for the participants. The survey, structured using a 5-point Likert scale, comprised two sections. The first section collected demographic information, while the second included scale items measuring TFL (34 items), OC (15 items), and JS (20 items). Data collected from participants were analyzed using SPSS 24, with reliability and validity tests, factor analysis, correlation, and regression analysis performed.

4.3. Ethical Considerations

In the preparation of the article titled "*The Mediating Role of Organizational Commitment in the Effect of Transformational Leadership on Job Satisfaction*", all scientific, ethical, and citation standards were strictly adhered to. The data obtained from the survey participants were not manipulated and were not submitted to any other publication platform. The Ethics Committee of the University approved this study in accordance with Article 12 (1) of the relevant directive, with approval number 2024-04 issued on March 15, 2024.

4.4. Limitations of the Study

One key limitation of this research lies in its sampling scope, which was limited to manufacturing employees based on the European side of Istanbul, potentially affecting the external validity of the results. Results may differ if the study were expanded to a broader population or included participants from the service sector. Furthermore, differences in blue-collar vs. white-collar positions may influence outcomes. Future studies may yield varying results depending on the industry or country.

4.5. Scales and Sources Used in the Study

The sources of the scales used in the questionnaire are as follows:

TFL Scale: Developed by Taş & Çetiner (2007), consisting of 34 items on a 5-point Likert scale. The sub-dimensions include: Vision Development, Intellectual Stimulation, Role Modeling Behavior, Strengthening Group Goal Acceptance, Individual Support, High Performance Expectations Reliability (Cronbach’s Alpha) for sub-dimensions ranged from 0.82 to 0.91, and the overall scale reliability was 0.95.

OC Scale: Based on the OC Questionnaire (OCQ) by Porter et al., (1974), consisting of 15 items on a 5-point Likert scale validated and translated into Turkish. The Turkish version’s reliability was confirmed by Erceylan (2010), with Cronbach’s Alpha at 0.885. Sub-dimensions include; desire to Remain with the Organization (Cronbach α = 0.876), Belief and Acceptance of Organizational Goals and Values (Cronbach α = 0.881).

JS Scale: Developed by Churchill et al., (1974) and Comer et al., (1989), and adapted by Budak et al., (2023). This 20-item scale measures three sub-dimensions: JS from Supervisors (Cronbach α = 0.898), JS from Customers (Cronbach α = 0.872), JS from Salary and Promotion (Cronbach α = 0.894)

5. Findings

The demographic data and corresponding percentage distributions of the 440 participants are displayed in Table 1.

Table 1. Demographic characteristics of the participants

		Frequency (n)	Valid Percentage (%)
Gender	Female	249	56.6
	Male	191	43.4
Age	18-24	97	22.0
	25-31	88	20.0
	32-38	102	23.2
	39-45	113	25.7
	45+	40	9.1
Marital Status	Married	204	46.3
	Single	236	53.7
Education	High School	72	16.4
	Associate Degree	40	9.1
	Bachelor’s Degree	240	54.5
	Master Degree	72	16.4
	PhD	16	3.6
Years of Service in the Organization	1-3	152	34.5
	4-6	72	16.4
	7-9	32	7.3
	10-12	96	21.8
	13+	88	20.0
Total		440	100.0

Source: Created by the author

The demographic profile of the study participants is outlined in Table 1. Among the respondents, 56.6% were female, while 43.4% were male. The participants' age range was primarily between 18–24 years 22.0% and 45+ years 9.1%. Regarding marital status, 46.3% were married, and 53.7% were single. In terms of educational background, 16.4% had completed high school, while 3.6% held a PhD degree. As for tenure in the organization, 34.5% of participants had 1–3 years of service, and 20% had more than 13 years of service. These findings reveal that the sample demonstrates a diverse demographic composition.

5.1. Factor Analysis and Reliability Values

Factor analysis groups correlated variables into categories called factors. It reduces the number of factors and variables, facilitating visualization and interpretation of the analysis. A factor is a linear combination of variables. Variables are observed, and as a result, factors emerge. Factor analysis is a multivariate statistical technique that creates independent subsets (Tabachnick & Fidell, 2019). Table 2 presents the results of the factor analysis and reliability values.

Table 2. Factor analysis and reliability (Cronbach Alpha and McDonald's ω) values

	Indicators	Factor Loads		
Transformational Leadership	16	0.907		
	18	0.878	Cronbach α ; 0.949	
	33	0.850	Mean 3.51	
	Defining and Developing a Vision	22	0.830	Std Deviation 0.704
	29	0.807	McDonald's ω 0.951	
	17	0.703		
	10	0.681		
	32	0.621		
	3	0.913		
	1	0.851		
	6	0.748	Cronbach α ; 0.954	
	7	0.728	Mean 3.61	
	Intellectual Stimulation	34	0.722	Std Deviation 0.606
	13	0.597	McDonald's ω 0.956	
	15	0.572		
	14	0.558		
	30	0.693		
	25	0.658		
	4	0.646		
Organizational Commitment	5	0.640	Cronbach α ; 0.921	
	Creating a Behavioral Model	26	0.575	Mean 3.62
	19	0.553	Std Deviation 0.604	
	23	0.553	McDonald's ω 0.924	
	9	0.777		
	31	0.820	Cronbach α ; 0.919	
	Strengthening the Acceptance of Group Objectives	21	0.806	Mean 3.68
	20	0.665	Std Deviation 0.576	
	24	0.529	McDonald's ω 0.926	
	12	0.522		
Organizational Commitment	8	0.847		
	Providing Individual Support	11	0.791	Cronbach α ; 0.917
	28	0.562	Mean 3.54	
	Having High Performance Expectations	2	0.743	Std Deviation 0.775
	27	0.536	McDonald's ω 0.920	
	8	0.877		
10	0.844			
6	0.833			
4	0.826	Cronbach α ; 0.879		

Job Satisfaction	The Individual's Desire to Stay in the Organization	14	0.791	Mean 3.53 Std Deviation 0.520 McDonald's ω 0.907
		5	0.763	
		13	0.738	
		2	0.700	
		1	0.674	
	Believing and Accepting the Goals and Values of the Business	15	0.566	Cronbach α ; 0.611 Mean 3.57 Std Deviation 0.333 McDonald's ω 0.659
		7	0.516	
		11	0.894	
		12	0.754	
		3	0.772	
	JS from the Manager	9	0.584	Cronbach α ; 0.925 Mean 3.58 Std Deviation 0.605 McDonald's ω 0.927
		13	0.900	
		17	0.882	
		3	0.752	
		2	0.623	
	Customer-Based JS	14	0.693	Cronbach α ; 0.793 Mean 3.52 Std Deviation 0.476 McDonald's ω 0.803
		8	0.648	
		16	0.801	
		10	0.818	
		15	0.726	
JS Due to Wage and Promotion	6	0.801	Cronbach α ; 0.883 Mean 3.33 Std Deviation 0.787 McDonald's ω 0.887	
	19	0.701		
	11	0.587		
	12	0.768		
	1	0.754		
		20	0.904	
		9	0.884	
		5	0.737	
		4	0.663	
		7	0.593	
		18	0.684	

(i) Principal Component Analysis (PCA) with Promax Rotation

Source: Created by the author

According to Table 2, Principal Component Analysis (PCA) was employed for factor extraction, and the results indicated significant correlations among the sub-dimensions of the scales. Based on the assumption that the sub-dimensions were interrelated, the Promax rotation method was preferred. Promax, one of the oblique rotation methods, provides a more realistic and meaningful factor structure when the relationships between factors are not zero. Orthogonal rotation methods, such as Varimax, assume that factors are uncorrelated and often do not yield ideal results in social sciences. Therefore, using the Promax rotation method in the analysis of conceptually related psychological variables, such as TFL, OC, and JS, allowed for a more valid and interpretable factor structure by taking into account the possible correlations among factors.

In this study, TFL was examined in six dimensions, OC in two dimensions, and JS in three dimensions. The values were found to be above 0.50, indicating that the factors have internal consistency. The Cronbach's Alpha coefficients for the sub-dimensions show that the overall reliability coefficients of the scales possess a high level of internal consistency. The reliability of the scales used in this study was examined using both Cronbach's Alpha and McDonald's ω (omega) analysis. Cronbach's Alpha (α) is the most commonly used reliability coefficient for measuring the internal consistency of a scale or test. It indicates how consistently the items within a scale measure the same construct and ranges from 0 to 1. A high Cronbach's Alpha shows that the items of a scale are consistent in measuring the same concept and provide reliable results. According to the results, all scales exhibited high internal consistency. The TFL scale demonstrated excellent reliability ($\alpha = 0.975$), the OC scale showed high

reliability ($\alpha = 0.841$), and the JS scale also demonstrated excellent reliability ($\alpha = 0.938$). These findings indicate that the measurement instruments used in the study are highly suitable and reliable for statistical analyses, and that the items within each scale consistently measure the intended constructs.

Table 3. Reliability (Cronbach Alpha and McDonald's ω) values

	Cronbach's α	McDonald's ω	N of Items
Transformational Leadership	0.975	0.976	34
Organizational Commitment	0.841	0.859	15
Job Satisfaction	0.938	0.941	20

Source: Created by the author

According to Table 3 the reliability analysis demonstrated that all measurement scales exhibited high internal consistency. TFL ($\alpha = 0.975$, $\omega = 0.976$) and JS ($\alpha = 0.938$, $\omega = 0.941$) scales showed excellent reliability, while the OC scale ($\alpha = 0.841$, $\omega = 0.859$) indicated good reliability. These results confirm that the measurement tools used in the study are highly consistent and suitable for further statistical analyses. McDonald's ω provides a more accurate measure of internal consistency than Cronbach's Alpha, especially when items have different factor loadings, and is particularly useful for psychological scales in social sciences. These findings confirm the reliability of the measurement instruments used in the study.

5.2. Correlation Analysis

The study utilized correlation analysis as a statistical method to examine relationships, aims to examine the means, standard deviations, and Pearson correlation coefficients of the scales involved. The strength and direction of the relationships between dependent and independent variables are calculated through correlation analysis. The degree of association between variables is measured by the correlation coefficient, which ranges between -1 and +1. Values close to -1 indicate a negative relationship between scale dimensions, while values near +1 indicate a positive relationship (Altunışık et al., 2010, p. 227). Descriptive statistics and correlation analysis results are presented in Table 4.

Table 4. Descriptive statistics

Descriptive Statistics						
		Bootstrap ^a			95% Confidence Interval	
		Statistic	Bias	Std. Error	Lower	Upper
Transformational leadership	Mean	3,5947	-0,0017	0,0262	3,5401	3,6441
	Std. Deviation	0,54805	0,00102	0,02740	0,49538	0,60205
	N	440	0	0	440	440
Organizational Commitment	Mean	3,5430	-0,0017	0,0190	3,5027	3,5782
	Std. Deviation	0,39504	0,00060	0,01421	0,36665	0,42400
	N	440	0	0	440	440
Job Satisfaction	Mean	3,5000	-0,0021	0,0254	3,4477	3,5483
	Std. Deviation	0,53769	0,00154	0,02144	0,49484	0,57948
	N	440	0	0	440	440

a. Unless otherwise noted, bootstrap results are based on 5000 bootstrap samples

Source: Created by the author

According to Table 4 the results, the participants reported moderately high levels of TFL ($\bar{X}=3.59$), OC ($\bar{X}=3.54$), and JS ($\bar{X}=3.50$). The standard deviations (0.39–0.55) indicate moderate variability among responses. Bootstrap results based on 5000 samples show minimal bias values (approximately -0.002), suggesting reliable estimates. Moreover, the narrow 95% confidence intervals (e.g., [3.54–3.64] for transformational leadership) indicate stable measurements. Overall, participants scored highest in TFL

perceptions and relatively lower in JS. Bootstrap estimates based on 5000 samples confirmed the reliability of the means with narrow confidence intervals. Below, Table 5 presents the correlation analysis.

Table 5. Correlation analysis

			Transformational leadership	Organizational Commitment	Job Satisfaction	
Correlations						
Spearman's rho	Transformational leadership	Correlation Coefficient	1.000	0.658**	0.780**	
		Sig. (2-tailed)	.	0.000	0.000	
		N	440	440	440	
		Bootstrap ^b	Bias	0.000	0.000	-0.001
			Std. Error	0.000	0.030	0.016
	BCa 95% Confidence Interval	Lower	.	0.593	0.747	
		Upper	.	0.716	0.809	
	Organizational Commitment	Correlation Coefficient	0.658**	1.000	0.650**	
		Sig. (2-tailed)	0.000	.	0.000	
		N	440	440	440	
		Bootstrap ^b	Bias	0.000	0.000	0.000
			Std. Error	0.030	0.000	0.031
	BCa 95% Confidence Interval	Lower	0.593	.	0.584	
		Upper	0.716	.	0.709	
	Job Satisfaction	Correlation Coefficient	0.780**	0.650**	1.000	
Sig. (2-tailed)		0.000	0.000	.		
N		440	440	440		
Bootstrap ^b		Bias	-0.001	0.000	0.000	
		Std. Error	0.016	0.031	0.000	
BCa 95% Confidence Interval	Lower	0.747	0.584	.		
	Upper	0.809	0.709	.		

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

b. Unless otherwise noted, bootstrap results are based on 5000 bootstrap samples

Source: Created by the author

In Table 5, the correlation analysis shows a moderate-to-high positive and significant relationship between the variables. In other words, as transformational leadership increases, employees' organizational commitment levels also increase. The bootstrap 95% confidence interval is 0.593–0.716, indicating that the relationship is stable. The strongest relationship is observed between transformational leadership and job satisfaction, with a high positive and significant correlation. The correlation coefficient is 0.780 ($p < 0.001$), and the bootstrap confidence interval is 0.747–0.809, demonstrating the reliability of the relationship. Regarding the relationship between organizational commitment and job satisfaction, the correlation coefficient is 0.650 ($p < .001$), showing that as employees' organizational commitment increases, their job satisfaction also increases. The 95% confidence interval of 0.584–0.709 indicates that the relationship is stable.

5.3. Regression Analysis

Frequently employed in statistics and data science, regression analysis serves as a powerful method to examine and quantify the relationship between a dependent variable and one or multiple independent variables. Tables 6, 7, 8, 9 show the regression analysis that reveal the relationships among the variables.

Table 6. Regression analysis (Transformational Leadership and Job Satisfaction)

	Sum of Squares	Df	Mean Square	F	Sig
Regression	63.242	1	63.242	435.000	0.000 ^b
Residual	63.678	438	0.145		
Total	126.920	439			
1	R 0.706 ^a B	R ² 0.498 Standard Error	Adjusted R Square 0.497 Std. Beta	Standard Error 0.38129 t	Sig
Constant	1.011	0.121		8.370	0.000
Transformational Leadership	0.693	0.033	0.706	20.857	0.000

a. Dependent Variable: Job Satisfaction

b. Independent Variable: Transformational Leadership

Source: Created by the author

The regression analysis shown in Table 6 illustrates the relationship between TFL and JS. Since the significance value is 0.000, the t-value is 20.857, and the standardized Beta is 0.706, TFL has a positive and significant effect on JS. Therefore, the H1 hypothesis is supported. The model explains 49.8% of the variance in job satisfaction. Table 7 below presents the effect of TFL on OC, that is, the impact of a one-unit change in the independent variable on the mediator variable.

Table 7. Regression analysis (Transformational Leadership and Organizational Commitment)

	Sum of Squares	Df	Mean Square	F	Sig
Regression	37.008	1	37.008	514.546	0.000 ^b
Residual	31.502	438	0.072		
Total	68.510	439			
1	R 0.735 ^a B	R ² 0.540 Standard Error	Adjusted R Square 0.539 Std. Beta	Standard Error 0.26818 t	Sig
Constant	1.639	0.085		19.296	0.000
Transformational Leadership	0.530	0.023	0.735	22.684	0.000

a. Dependent Variable: Organizational Commitment

b. Independent Variable: Transformational Leadership

Source: Created by the author

According to Table 7, the relationship between the independent variable TFL and the dependent variable OC was examined through regression analysis. Since the significance value Sigma = 0.000, t-value = 22.684, and Beta coefficient = 0.735, it is seen that TFL positively and significantly affects OC.

Thus, the H2 hypothesis is supported. The model's explained variance is 54%. Below, Table 8 shows the effect of the mediating variable OC on the dependent variable JS.

Table 8. Regression analysis (Organizational Commitment and Job Satisfaction)

	Sum of Squares	Df	Mean Square	F	Sig
Regression	37.526	1	37.526	530.494	0.000 ^b
Residual	30.983	438	0.071		
Total	68.510	439			
1	R 0.740 ^a	R ² 0.548	Adjusted R Square 0.547	Standard Error 0.26597	
	B	Standard Error	Std. Beta	t	Sig
Constant	1.640	0.084		19.617	0.000
Job Satisfaction	0.544	0.024	0.740	23.032	0.000

a. Dependent Variable: Job Satisfaction

b. Predictor (constant): Organizational Commitment

Source: Created by the author

In Table 8, the relationship between OC and JS was examined using regression analysis. Since the significance value Sigma = 0.000, t-value = 23.032, and Beta coefficient = 0.740, it is seen that the variables significantly affect each other. Thus, the H3 hypothesis is supported. The model's explained variance is 54.8%. Below, Table 9 reveals the mediating role of OC in the effect of TFL on JS.

Table 9. Regression analysis (Transformational Leadership, Job Satisfaction and Organizational Commitment)

	Sum of Squares	Df	Mean Square	F	Sig
Regression	76.759	2	38.380	334.360	0.000 ^b
Residual	50.161	437	0.115		
Total	126.920	439			
1	R 0.778 ^a	R ² 0.605	Adjusted R Square 0.603	Standard Error 0.33880	
	B	Standard Error	Std. Beta	t	Sig
Constant	-0.063	0.146		-.431	0.667
Transformational Leadership	0.346	0.044	0.352	7.941	0.000
Organizational Commitment	0.655	0.060	0.481	10.852	0.000

a. Dependent Variable: JS

b. Predictors: (Constant), TLF, OC

Source: Created by the author

The multiple regression analysis revealed that TFL and OC significantly predicted JS (F= 334.360, p<0.001). The model explained 60.5% of the variance in JS (R² = 0.605). Both predictors had positive and significant effects, with OC (β = 0.481, p<0.001) showing a stronger influence than TFL (β = 0.352, p<0.001). Thus, the H4 hypothesis is supported. These findings suggest that employees' JS increases as their perceptions of TFL and OC improve.

6. Conclusion

This study aimed to examine the mediating role of OC between TFL and JS. The dataset consisted of 440 employees working in manufacturing enterprises located on the European side of Istanbul. Validity and reliability analysis, factor analysis, correlation analysis, and regression analysis were conducted using SPSS 24 software on the collected data. The analysis revealed that TFL positively and significantly affects employees' JS. A review of the literature showed that similar studies examining all three variables together have not been found. Previous studies in the literature have generally investigated these variables separately. Therefore, this study is expected to contribute to future researchers working on this topic.

In this study, TFL was examined in six dimensions, OC in two dimensions, and JS in three dimensions. The values were found to be above 0.50, indicating that the factors have internal consistency. The Cronbach's Alpha coefficients for the sub-dimensions show that the overall reliability coefficients of the scales possess a high level of internal consistency. The reliability of the scales used in this study was examined using both Cronbach's Alpha and McDonald's ω (omega) analysis. Cronbach's Alpha (α) is the most commonly used reliability coefficient for measuring the internal consistency of a scale or test. It indicates how consistently the items within a scale measure the same construct and ranges from 0 to 1. A high Cronbach's Alpha shows that the items of a scale are consistent in measuring the same concept and provide reliable results. According to the results, all scales exhibited high internal consistency. The TFL scale demonstrated excellent reliability ($\alpha = 0.975$), the OC scale showed high reliability ($\alpha = 0.841$), and the JS scale also demonstrated excellent reliability ($\alpha = 0.938$). These findings indicate that the measurement instruments used in the study are highly suitable and reliable for statistical analyses, and that the items within each scale consistently measure the intended constructs.

Additionally, McDonald's ω values were calculated for all scales. The TFL scale ($\omega = 0.976$), OC scale ($\omega = 0.859$), and JS scale ($\omega = 0.941$) all demonstrated excellent reliability. McDonald's ω provides a more accurate measure of internal consistency than Cronbach's Alpha, especially when items have different factor loadings, and is particularly useful for psychological scales in social sciences. These findings confirm the reliability of the measurement instruments used in the study.

According to the correlation analysis a moderate-to-high positive and significant relationship between the variables. In other words, as transformational leadership increases, employees' organizational commitment levels also increase. The bootstrap 95% confidence interval is 0.593–0.716, indicating that the relationship is stable. The strongest relationship is observed between transformational leadership and job satisfaction, with a high positive and significant correlation. The correlation coefficient is 0.780 ($p < 0.001$), and the bootstrap confidence interval is 0.747–0.809, demonstrating the reliability of the relationship. Regarding the relationship between organizational commitment and job satisfaction, the correlation coefficient is 0.650 ($p < 0.001$), showing that as employees' organizational commitment increases, their job satisfaction also increases. The 95% confidence interval of 0.584–0.709 indicates that the relationship is stable.

The regression analysis shown illustrates the relationship between TFL and JS. Since Sigma = 0.000, t-value = 20.857, and Beta value = 0.706, TFL positively and significantly affects JS. The H1 hypothesis is supported. The model's explanatory power is 49.8%. The effect of TFL on OC refers to the extent to which a one-unit change in the independent variable (TFL) influences the mediator variable (OC). The relationship between the independent variable TFL and the dependent variable OC was examined through regression analysis. Since the significance value Sigma = 0.000, t-value = 22.684, and Beta coefficient = 0.735, it is seen that TFL positively and significantly affects OC. Thus, the H2 hypothesis is supported. The model's explained variance is 54%. The multiple regression analysis revealed that TFL and OC significantly predicted JS ($F = 334.360$, $p < 0.001$). The model explained 60.5% of the variance in

JS ($R^2 = 0.605$). Both predictors had positive and significant effects, with OC ($\beta = 0.481$, $p < 0.001$) showing a stronger influence than TFL ($\beta = 0.352$, $p < 0.001$). These findings suggest that employees' JS increases as their perceptions of TFL and OC improve. The relationship between OC and JS was examined using regression analysis. Since the significance value $\Sigma = 0.000$, t -value = 23.032, and Beta coefficient = 0.740, it is seen that the variables significantly affect each other. Thus, the H3 hypothesis is supported. The model's explained variance is 54.8%. The multiple regression analysis revealed that TFL and OC significantly predicted JS ($F = 334.360$, $p < 0.001$). The model explained 60.5% of the variance in JS ($R^2 = 0.605$). Both predictors had positive and significant effects, with OC ($\beta = 0.481$, $p < 0.001$) showing a stronger influence than TFL ($\beta = 0.352$, $p < 0.001$). Thus, the H4 hypothesis is supported. These findings suggest that employees' JS increases as their perceptions of TFL and OC improve.

Transformational leaders influence their followers by creating vision, mission, and organizational strategies, fostering trust within the institution, thereby increasing OC and JS. There is a positive and statistically significant relationship between TFL and employees' JS (Podsakoff et al., 1990; Saleem, 2015). TFL is a good predictor of JS. Hamidifar (2009) studied various leadership styles and found that TFL positively influences JS more than other leadership styles. Tutar & Tuzcuoğlu (2006, p. 1395) found that places with high TFL behaviors have lower turnover rates and higher JS among employees (Voon et al., 2011, p. 30). Çarıkçı et al., (2016) concluded that transformational and transactional leadership behaviors positively affect JS among employees of 5-star hotels in Antalya. With TFL having a stronger effect than transactional leadership (Bozkır, 2014, p. 64). Yahaya & Ebrahim (2016) found a significant positive relationship between TFL and OC in Kenya and the USA despite cultural differences. Malik et al., (2017) studied 319 employees in Islamic banks in Pakistan and found a significant impact of TFL on organizational commitment. Iqbal, Fatima & Naveed (2020) examined 299 nurses in the Sargodha region of Pakistan, reporting that TFL psychologically empowered nurses and increased their well-being and organizational commitment. Moreover, OC positively affects JS, National and international studies support this; Çekmecelioğlu (2006) found a positive correlation between emotional commitment and JS, and a negative effect on turnover intention. Karahan (2015) found a positive correlation between OC and JS among hospital staff. Adekola (2012) reported significant differences in OC between public and private university employees, with higher commitment in public universities acting as a catalyst for increased JS. No previous study was found that simultaneously examined TFL, OC, and JS together. Most studies analyzed these variables in pairs. This study's literature review confirmed that OC mediates the effect of TFL on JS. In other words, a leader's transformational characteristics positively affect employees and increase their commitment to work. Leaders should develop the necessary traits and strategies that make employees feel valued in their work environment. Transformational leaders can support employees' alignment with organizational goals and strengthen their OC. Through effective leadership, honesty, determination, JS, and OC behaviors will increase. The study's focus on the manufacturing sector represents a limitation. Results might vary with studies conducted in the service sector or with different samples. Additionally, this study is expected to guide future research on TFL, OC, and JS.

Ethics Statement

This study was prepared in accordance with the principles of scientific research and publication ethics. The ethics committee permission was obtained from the University's Ethics Committee Presidency's meeting dated 15.03.2024. 14:00 numbered 2024-04 according to Article 12(1) of the Ethics Committee Directive.

Author Contributions

The author declares that this study was prepared solely by the author.

Statement of Thanks

The author has not made a statement of thanks.

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The author has not made a statement of support.

Conflict of Interest

The author has not declared any conflict of interest.

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Extended Summary

Introduction

Leadership plays a fundamental role in defining organizational goals, managing operations, and ensuring success. It is a key factor that serves as the primary catalyst in organizational processes (Deng et al., 2023). Identifying the most effective leadership model to achieve a company's objectives is a multifaceted issue (Knezović & Drkić, 2020). There is a need for modern managers who possess relevant administrative competencies, can respond quickly to change, and effectively manage processes. In this study, transformational leadership is viewed as a leadership approach that uses inspirational, visionary, and charismatic actions to drive employees to achieve more than what is expected, in harmony with the organization's aims (Zheng et al., 2019). The effective use of human resources enables businesses to gain a competitive edge. Ensuring employee job satisfaction and strengthening their commitment to the organization are of critical importance. Factors such as the work environment, financial issues, taking responsibility, opportunities for development, sense of belonging to the workplace, and communication with colleagues and managers significantly influence job satisfaction (Muslim et al., 2024). This study aims to examine whether organizational commitment (OC) functions as a mediator in the effect of transformational leadership (TFL) on job satisfaction (JS). A review of prior studies revealed a gap in the literature where these variables are examined together, suggesting that this study will provide a valuable contribution to the field.

Literature Review

Several studies in the literature have examined JS. Hoş & Oksay (2015), in a study on nurses, found a significantly positive relationship between OC and JS. İşcan & Sayın (2010) found a positive relationship between organizational justice, trust, and JS. Experiencing psychological violence negatively affects JS. Lu et al., (2019), in their study on nurses, found that work environment, organizational and professional commitment, job stress, patient satisfaction, and social capital were all related to JS. Loan (2020) examined the mediating role of JS in the relationship between OC and job performance and found a positive result. Taheri et al. (2020) concluded that the work environment significantly affects JS. Dodanwala et al., (2020) found that role ambiguity and conflict directly affect JS in the Sri Lankan construction sector and that JS, role conflict, and work-family conflict directly impact work stress. Mert et al., (2019), in a university-based study in Istanbul, also confirmed this positive impact. Ayık (2022) found that in the Marmara Region Youth and Sports Directorate, higher levels of TFL behaviors led to higher JS. Chi et al., (2023), in a study with 331 private-sector employees in Vietnam, found that TFL significantly affects JS and performance, while financial rewards negatively impacted these relationships. Hemedoğlu and Evliyaoğlu (2015), with 144 white-collar employees, found that perceptions of TFL impacted emotional, normative, and continuance commitment. Mesu et al., (2015) found a positive relationship between TFL and commitment in the service sector, but not in the manufacturing sector. Allen et al., (2017), in a study with 218 private-sector professionals in the U.S. concluded that TFL contributes to employee identification and commitment. Norris & Niebuhr (1984) found a strong relationship between OC and JS among professional accountants. Chordiya et al., (2017) & Lizote et al., (2017) found a positive relationship between emotional commitment and JS. Hedayat et al., (2018) also confirmed this link. Nasution & Rafiki (2020) in Indonesia found that Islamic work ethics positively affect both OC and JS. Gajic et al., (2021) verified this relationship among women in tourism. Çınar et al., (2022) & Theofilou et al., (2022) found statistically significant relationships among healthcare professionals and pharmaceutical workers, respectively. Priya et al., (2023), who found that TFL and work-life balance positively affect JS in South India. Panagopoulos et al., (2024), with 441 participants in Greece, found that TFL positively influences teacher JS. Palalic et al., (2020)

confirmed a positive relationship between TFL and commitment among 256 multinational company employees in Morocco. Siagian et al., (2022), with 1214 Indonesian military personnel, found that TFL and organizational culture, mediated by military behavior, improved performance. Fitriadi et al., (2021), in Aceh, Indonesia, found significant relationships among TFL, organizational support, and performance. Yeşiltaş (2020) observed that TFL enhanced commitment among 302 university administrative staff. Tanrıverdi (2022) found positive effects of TFL on commitment in a study with 150 employees in Istanbul. Meliala et al., (2023), in Jakarta, found that organizational culture, TFL, and JS influence organizational citizenship behavior.

Method

The sample consisted of employees working in the manufacturing sector on the European side of Istanbul, chosen for reasons of time and cost efficiency and accessibility. Istanbul was selected due to its demographic and economic importance, as well as the high concentration of major industrial facilities. Data were collected using both face-to-face and online surveys, a common method in quantitative research. The questionnaire was administered randomly to 440 individuals. The informed consent/consent form has been signed for the participants. The survey, structured using a 5-point Likert scale, comprised two sections. The first section collected demographic information, while the second included scale items measuring transformational leadership TFL, organizational commitment OC, and job satisfaction JS. Data collected from participants were analyzed using SPSS 24, with reliability and validity tests, factor analysis, correlation, and regression analysis performed.

Findings

The demographic profile of the study participants is outlined in Table 1. Among the respondents, 56.6% were female, while 43.4% were male. The participants' age range was primarily between 18–24 years 22.0% and 45+ years 9.1%. Regarding marital status, 46.3% were married, and 53.7% were single. In terms of educational background, 16.4% had completed high school, while 3.6% held a PhD degree. As for tenure in the organization, 34.5% of participants had 1–3 years of service, and 20% had more than 13 years of service. These findings reveal that the sample demonstrates a diverse demographic composition.

Factor extraction, Principal Component Analysis (PCA) was applied, and it was observed that the sub-dimensions of the scales were correlated. Based on the assumption that the sub-dimensions were interrelated, the Promax rotation method was preferred. Promax, one of the oblique rotation methods, provides a more realistic and meaningful factor structure when the relationships between factors are not zero. Orthogonal rotation methods, such as Varimax, assume that factors are uncorrelated and often do not yield ideal results in social sciences. Therefore, using the Promax rotation method in the analysis of conceptually related psychological variables, such as TFL, OC, and JS, allowed for a more valid and interpretable factor structure by taking into account the possible correlations among factors.

In this study, TFL was examined in six dimensions, OC in two dimensions, and JS in three dimensions. The values were found to be above 0.50, indicating that the factors have internal consistency. The Cronbach's Alpha coefficients for the sub-dimensions show that the overall reliability coefficients of the scales possess a high level of internal consistency. The reliability of the scales used in this study was examined using both Cronbach's Alpha and McDonald's ω (omega) analysis. Cronbach's Alpha (α) is the most commonly used reliability coefficient for measuring the internal consistency of a scale or test. It indicates how consistently the items within a scale measure the same construct and ranges from 0 to 1. A high Cronbach's Alpha shows that the items of a scale are consistent in measuring the

same concept and provide reliable results. According to the results, all scales exhibited high internal consistency. The TFL scale demonstrated excellent reliability ($\alpha = 0.975$), the OC scale showed high reliability ($\alpha = 0.841$), and the JS scale also demonstrated excellent reliability ($\alpha = 0.938$). These findings indicate that the measurement instruments used in the study are highly suitable and reliable for statistical analyses, and that the items within each scale consistently measure the intended constructs.

According to the correlation analysis a moderate-to-high positive and significant relationship between the variables. In other words, as transformational leadership increases, employees' organizational commitment levels also increase. The bootstrap 95% confidence interval is 0.593–0.716, indicating that the relationship is stable. The strongest relationship is observed between transformational leadership and job satisfaction, with a high positive and significant correlation. The correlation coefficient is 0.780 ($p < 0.001$), and the bootstrap confidence interval is 0.747–0.809, demonstrating the reliability of the relationship. Regarding the relationship between organizational commitment and job satisfaction, the correlation coefficient is 0.650 ($p < 0.001$), showing that as employees' organizational commitment increases, their job satisfaction also increases. The 95% confidence interval of 0.584–0.709 indicates that the relationship is stable.

The multiple regression analysis revealed that TFL and OC significantly predicted JS ($F = 334.360$, $p < 0.001$). The model explained 60.5% of the variance in JS ($R^2 = 0.605$). Both predictors had positive and significant effects, with OC ($\beta = 0.481$, $p < 0.001$) showing a stronger influence than TFL ($\beta = 0.352$, $p < 0.001$). Thus, the H4 hypothesis is supported. These findings suggest that employees' JS increases as their perceptions of TFL and OC improve.

Results and Recommendations

This study's literature review confirmed that OC mediates the effect of TFL on JS. In other words, a leader's transformational characteristics positively affect employees and increase their commitment to work. Leaders should develop the necessary traits and strategies that make employees feel valued in their work environment. Transformational leaders can support employees' alignment with organizational goals and strengthen their organizational commitment. Through effective leadership, honesty, determination, JS, and OC behaviors will increase. The study's focus on the manufacturing sector represents a limitation. Results might vary with studies conducted in the service sector or with different samples. Additionally, this study is expected to guide future research on TFL, OC, and JS.