

The impacts of spiritual quotient, transactional leadership behavior and organizational commitment towards the readiness of public sector organizations to change with the job satisfaction as the mediation variable

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Abstract: This research aims to examine the impacts of the spiritual quotient, transactional leadership behavior and organizational commitment towards the readiness of public sector organizations to change with the job satisfaction as the mediation variable, a case study on Dinas XYZ in Padang West Sumatra Province Indonesia. The sample consists of 144 respondents with convenience sampling as the sampling method used, and questionnaire as the data collecting method. The data is analyzed by using SEM PLS 3.0. the result of this research finds that the spiritual quotient has a positive not significant impact on the readiness to change, so are the transactional leadership behavior also has a positive not significant impact on the readiness to change while the organizational commitment was the variable with a significant impact towards the readiness to change.

Key Words: Spiritual quotient, transactional leadership behavior, organizational commitment, job satisfaction and readiness to change.

1. INTRODUCTION:

Change is a necessity and will be faced whether we are willing or not, because change is corresponding with the nature of human and whoever is sluggish or not willing to follow the change will have trouble. There is no exception including in the public sector or the governmental bureaucracies where changes on the bureaucracies and the apparatuses works is absolutely needed, along with the bureaucracy reformation roadmap and the mental revolution jargon planned by the government. The PNS position as the state or civil servant has restored to the right position. Therefore to realize it, there should be a character/behavior change both individual character/behavior or leadership character/behavior, a working pattern mindset and reformation and a working culture which aims to the more effective and efficient one. A change has to be started by preparing the whole human resources to accept the exercised changes.

In This case, The bureaucracy reformation is important to be done because it is hard to plan many strategic development programs which will impacts majorly to the society without a bureaucracy with integrity and a serving culture. Awareness and willingness from the whole member of the organization is needed from the leader to the employees to exercise the changes in mindset, working culture, human resources structure system and the improvement in the public service quality, which all of them are included in the eight aspects of the bureaucracy reformation changes.

Changing the mindset, according to the point of view in Islam, is strongly related to the belief, and the belief system itself which is called as faith, which basically means as the readiness system and openness to accept the universal and absolute truth from Allah. Therefore the writer believes that in the context of the readiness towards changes, a spiritual quotient is needed in preparing and implementing these changes. According to the Islamic spirituality teachings, we need to realize that working is also a form of observance to Allah which has to be done with a sincere intention, not with any other intention which will have to be accounted at the end.

In the context of leadership behavior, the transformational leadership surpasses the transactional leadership which means in the period of change a transformational leader is very much needed in convincing the members on the importance of the changes that will be exercised. However, in the context of this research's object, it is found that the employees will only be disposed to change if it will benefit them which is congenial with 'a research by Nordin (2011) which said that the transactional leadership is more effective to the organizational changes than the transformational leadership.' A leader has to be able to solve every challenges caused by the changes, because in preparing an organization to change there will be supporting and opposing parties. Therefore every organization has to be able to make a right policy to oversee the changing process. A leader as an agent of change has a very important role in communicating and socializing the changing process so the goal can be reached.

Besides, it has been said in many researches that a leader can only be successful if there is support and commitment from the members. There are a lot of researches found that commitment has a big impact on the readiness to change. 'Devos (2002) said that a failure in change is often happened caused by the lack of commitment and

motivation from the employees.’ Thus, commitment which can be seen as the form of loyalty from the employees becomes an important factor in the transformation of an organization.

Many other researches also stated that the job satisfaction has majorly affected the readiness to change. McNabb and Sepic (1995), Ciliana (2008) and Luca (2015).

The XYZ Department as part of the public sector organization is deemed necessary to make changes in terms of improving employee discipline, the achievement of work results must be in accordance with performance standards, changes in mindset, structuring the performance appraisal system and the findings of the Financial Examination Agency which indicates that there are still acts that violate rules and indications of state harm due to the actions of unscrupulous employees who are low-moral or not good. The XYZ Department is trying to improve its performance and performance management system and again try to raise and clean its image again so that a clean and integrity government can be realized.

2. LITERATURE REVIEW:

2.1 Organizational Change

An organizational change is basically a process where an organization moves from the current condition to another planned condition for the sake of the organization’s affectivity. Related to the changes urgency, along with the commandment from Allah in the Alquran (QS. Ar Ra’du:11) which says: “Indeed, Allah will not change the condition of a people until they change what is in themselves.” (translated by Surin, 1991).’ That means, a change has to be exercised, especially the changes related to the mentality (mindset and behavior) for an improvement of the future. But not everyone likes changes, neither in comfortable nor threatening condition, people tend to stand with the status quo or resist on the changes, but an excessive resistance on the changes can detain the process of the changes itself. ‘David (2005) said that the fear of economic loss, inconvenience, and uncertainty caused people resists to change although no one is able to dodge from changes.’ A readiness to change can be defined as a behavioral urge which can push to an act to support the changes process. ‘Armenakis, et al (1993) stated that individual readiness to change is very impacted by the matter (what is changed), process (how the changes implemented), context (the environment where the changes occurred), and individual (related to the changing individual’s characteristic).’ Berneth (2004) also stated that the readiness to change is more than just understanding the changes but more to a trust on the changes itself which means the readiness is a collection of thoughts on the specific work of changes.’ To make the changes impactful to the employees the organization need to exercise an effective socialization and communication so the changes can be supported by the whole member of the organization. A serious effort is needed so the process of the changes run as expected.

2.2 Spiritual Quotient concept

A spiritual quotient can be defined as an ability to implement and develop spiritual values in life which is related with the ability to contemplate the metaphysics purposes, ability to contemplate and to determine the meanings of life, ability to see other people’s transcendence and metaphysics and the ability to enter the spiritual consciousness area King (2008). The point is that the spiritual quotient is related to the ability to find the purposes and values of daily life. ‘People with high level of spiritual quotient tends to be more adaptive with changes (Marshal, 2000),’ while ‘King(2008) stated that SQ contributes in consciousness, integration and adaptive implementation of non-material transcendent aspects and which impacts on the improvement of purposes, transcendent’s self recognition and spiritual condition control. In his book Spiritual Quotient, The Ultimate Quotient, ‘Zohar and Marshal (2000) stated the existence of God-Spot in the human brain as the spiritual center which is located between the neural network and the brain.’ According to ‘Agustian (2005) this God-Spot is the location of the deepest nature of human and human’s heart. All human should have realized that all of them in fact have a same conscience and this is what we call spiritual consciousness. The spiritual quotient helps people to follow the new pattern and to find the relations with various factors of life (King, 2001). ‘According to Neubert (2014) the spiritual calls has a significant relation with the job satisfaction, also between the spiritual calls and organizational commitment has a significant relation, and all of them explains the existence of significant relation between job satisfaction and spiritual calls on the organizational commitment.’ ‘According to Utomo, et al (2005) the spiritual quotient also has a positive and significant impact on the job satisfaction’ where this discovery supports King’s (2001) finding that the spiritual quotient helps people to follow new patterns and to find the relation with various factors of life. Spiritual quotient can bring many benefits, such as enhancing creativity, loyalty and trust, personal development, commitment, and developing working behaviors such as job satisfaction . Along with it Kulshrestha and Singhal (2017), Rahman and Makmur (2015), Ravikumar (2014), Neubert (2014) and Varghese (2016) also found that the higher the spiritual quotient level of the employee the bigger the job satisfaction level.’

2.3 Transactional leadership behavior concept

The right leadership behavior, really determines the success of the changes. A leader takes role in communicating and socializing the messages of the changes and has to be able to convince the organization member that the changes

will bring a good impact for the future because according to Robbins (2006), a leader is someone who is given an ability to direct and affect other people to achieve a certain goal. Bass and Avolio (1994) in Muchiri (2002) stated that the transformational leadership is a leader who can motivate their subordinates by creating a two way communication, has a charisma, able to inspire and encourages innovation creativity from the members and also able to see their subordinates from the different point of view depends on the unique characters from the employees. 'While the transactional leadership is the type of a leader who motivates their subordinates by exchanging rewards for the successfully done tasks, such as giving appreciation and raise the wages but also giving punishments for employees who cannot work as expected. 'Leban & Zulauf (2004) stated that the transformational leadership behavior has been proven as able to give a positive result in organizational management, different with Nordin's research (2011) which found that in fact the transactional leadership behavior is more effective in the transformation period. At the other side the leadership behavior impacts directly significant on the job satisfaction (Mangundjaya, et al, 2014; Baihaqy, 2000; Taruno, 2012). 'After that, Sewang (2016) found that the leadership style significantly impacts the job satisfaction where a high score is given to the transactional leadership style.'

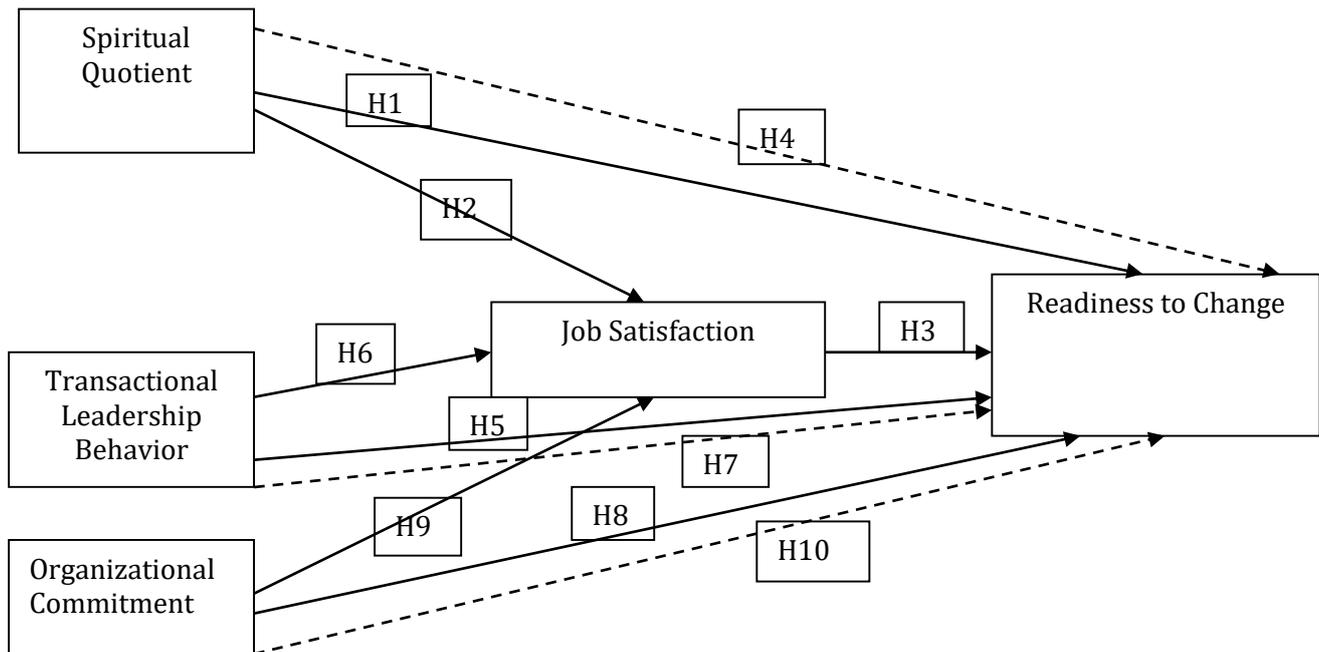
2.4 Organizational commitment concept

Organizational commitment takes a major role in the success of the changes process. Organizational commitment is a way of the employees in maintaining their membership and their alignments to an organization (Robbins and Judge, 2007). 'According to Meyer and Allen (1997) in Kreitner and Kinicki (2008) there are three dimensions in the organizational commitment, they are: Affective commitment, involving emotional condition from the organization members to stay in the related organization because of the member's willingness.' That means an individual will feel a loss if they quit the organization; Continuance commitment, covers a commitment from the organization members to stay in the organization because they are expecting something from the organization; Normative commitment, where employees feel that they are obliged to stay in the organization because they have to do something for the organization. Some factors that caused the affective commitment are the characteristics of the organization related to gender, age, position in the organization, marriage status, working experience, and structural characteristics such as the scale of organization, labor union, controlling system and centralized authority. 'According to Greenberg and Baron (2003) the very committed employees to the organization shows a great desire to share and also willing to sacrifice for the development of the organization if needed. Their study found that the organizational commitment and the involvement of the employee has positively related and contributed on the individual readiness to change. Previously, 'Meyer and Allen (1997) underlined that the organizational changes can be successfully exercised if the employee has committed to make it works. (Madsen, 2005; Holt,2007; Periantalo dan Mansoer, 2008; Julita dan Wan rafaei, 2010;Visagle dan Steyn, 2011; Zakiyya, 2014;Nordin, 2011; dan Pramadani ,2012). Meanwhile, 'Widjaksono (2012) explained that the management commitment, vision, and the initiative for the changes has a significant impact on the readiness to change while the vision of changes has the least impact towards the changes.' Related with the impact of the organizational commitment on the job satisfaction, Dewi (2008), Velickovic (2014) and Baihaqi (2010) explained that the organizational commitment impacts on the job satisfaction. 'Inanc and Ozdilec (2015) stated that along with the demographical factor, the affective commitment and normative commitment from the academics has a positive effect on the job satisfaction, while the continuance commitment has a negative effect on the level of job satisfaction of the academics who works in private universities in Turkey.'

2.5 Job satisfaction concept

Job satisfaction is an emotional condition which is pleasing or positive as a result of someone's working appraisal or working experience (Locke 1976). In other word, job satisfaction is a positive or negative emotional evaluation of an employee regarding to how far they got satisfied with their job (Spector, 1997) in Mangundjaya (2014). Mainly, employees with a high level of job satisfaction has a positive and constructive behavior on their job and organization, while the other with a low level of job satisfaction bears a negative feeling to work (Greenberg & Baron, 2000). 'Robbins (2004) defined the job satisfaction as a common attitude of individual on their job'. Meanwhile, Newstrom (2007) defined the job satisfaction as a happy or unhappy feeling of an employee on their job.' Robbins and Judge (2008) defined the job satisfaction as a positive feeling about someone's job as a result of its characteristics evaluation. 'Luthan (2004) stated that job satisfaction is a result of employees' perception on how good someone's job is in giving things which is seen as something important through the result of their working. So in other word the job satisfaction describes someone's pleased or displeased feeling, satisfied or unsatisfied feeling of their job or mainly describes a positive or negative attitude of someone on their job. Some indicators are used to measure the job satisfaction individually, that is as follows: Satisfaction on the job, Reward, Opportunity to be promoted, Supervision, and Colleagues/Partners. Related with the relation between the job satisfaction and the readiness to change, according to 'McNabb and Sepic (1995) that the job satisfaction has a positive impact on the readiness to change, which means that the employees with high job satisfaction tends to have a positive attitude on changes. Later on, Luca (2015) and Ciliana (2008) also stated that the job satisfaction has a positive significant impact on the readiness to change.

Conceptual Framework:



Hypothesis:

- H1** : The spiritual quotient positively and significantly impacts on the organization’s readiness to change.
- H2** : The spiritual quotient positively and significantly impacts on the job satisfaction.
- H3** : The job satisfaction positively and significantly impacts on the organization’s readiness to change.
- H4** : The job satisfaction mediates the relation between spiritual quotient and the organization’s readiness to change.
- H5** : The transactional leadership positively and significantly impacts on the organization’s readiness to change.
- H6** : The transactional leadership positively and significantly impacts on the job satisfaction.
- H7** : The job satisfaction mediates the relation between the transactional leadership behavior and the organization’s readiness to change.
- H8** : The organizational commitment positively and significantly impacts on the organization’s readiness to change.
- H9** : The organizational commitment positively and significantly impacts on the job satisfaction.
- H10** : The job satisfaction mediates the relation between the organizational commitment and the readiness to change

3. METHOD:

The design of this research is descriptive exploratory. The used approach in this research is the quantitative approach which is measured by using the Likert measuring scale and analyzed by using Smart PLS 3.0 method. The data is collected by using questionnaires which has been spread on the research objects which are the government employees of *Dinas XYZ* with samples as many as 144 respondents with convenience sampling as the sampling method used which consists of 3 independent variables which are spiritual quotient with 24 indicators by adopting King’s research (2008), transactional leadership behavior variable which consists of 18 indicators by adopting Bass and Avolia’s research (2000) as needed. Besides, the organizational commitment variable consists of 18 indicators measured by using Ellen Meyer’s (2000) indicators which are quoted from Fuad (2004), which includes affective commitments, continuance commitment, and normative commitment. The mediation variable is the job satisfaction with 15 indicators according to Sewang (2016) also the readiness to change as independent variable with 12 indicators (Chen, 2007) in Muafi (2011).

Hypothesis Examination

- Measurement Model Evaluation consists of: Individual Item Reliability Test viewed from the value of the factor loading used which are 0,6 so those with values below 0,6 will be rejected from this research, internal consistency test (composite reliability and cronbach’s alpha) and discriminant validity test (AVE). after the fourth re-estimation has been through then the following results will be obtained.
- Structural Model Evaluation consist of path coefficient and R-square.

4. FINDINGS:

After the fourth re-estimation has been through then the following results will be obtained.

Table 1
Post-Estimation Outer Loading

	Spiritual Quotient	Transactional Leadership	Job satisfaction	Organizational Commitment	Readiness to Change
js 2			0,898		
js 3			0,905		
js 4			0,618		
oc 1				0,841	
oc 2				0,765	
oc 3				0,748	
oc 4				0,807	
sq 11	0,669				
sq12	0,671				
sq13	0,771				
sq14	0,731				
sq16	0,620				
sq19	0,722				
sq22	0,682				
sq23	0,799				
sq24	0,761				
sq4	0,669				
T11		0,712			
T110		0,681			
T112		0,827			
T113		0,771			
T114		0,750			
T115		0,836			
T117		0,785			
T118		0,746			
T13		0,696			
T14		0,642			
T15		0,688			
T19		0,832			
Rtc1					0,902
Rtc12					0,651
Rtc2					0,768
Rtc3					0,919
Rtc4					0,707
Rtc5					0,850

Source. PLS output report

From the table above we can see that the valid indicator of the job satisfaction are the statement number 2, 3, 4 and the indicator for the organizational commitment are the statement number 1, 2, 3, 4. For the spiritual quotient indicator are sq11, sq12, aq13, sq14, sq16, sq19, sq22, sq23, sq24, and sq4 while for the transactional leadership behavior indicator are T11, T12=10, T112, T113, T14, T15, T19 and for the readiness to change, the valid indicator are Rtc1, Rtc12, Rtc2, Rtc3, Rtc4, Rtc5. For the **Internal Consistency Test** the viewed values are the composite reliability value and cronbach's alpha which is obtained as the result of smartPLS estimation.

Tabel.2
Cronbach's Alpha and Composite Reliability Values

	Composite Reability	Cronbach's Alpha
Spiritual Quotient	0,911	0,891
Transactional Leadership Behavior	0,939	0,930
Organizational Commitment	0,870	0,802
Job Satisfaction	0,855	0,739
Readiness to Change	0,916	0,889

Source. PLS output report

The **Discriminant Validity Test** is viewed from the Average Variance Extracted (AVE) which is obtained as the result of estimation where the value has to be >0,5. The next requirement is the square root value from AVE of each variable has to be greater than the correlation value with other variables

Table 3
Construct Validity

Variable	AVE
Spiritual Quotient	0,506
Transactional Leadership Behavior	0,562
Organizational Commitment	0,626
Job Satisfaction	0,670
Readiness to Change	0,649

Source. PLS output report

From the AVE value which all of them are greater than 0,5 it indicates that the variables are valid and if it is viewed from the result of composite reliability and cronbach's Alpha, all variables has values greater than 0,7, so it can be said that the used variables in this research are reliable.

The output data above shows that all variables or construct have cronbach's Alpha value 0,70, and average variance extracted (AVE) > 0,50. This means that all variable meet the criteria and internal consistency testing has been met.

Structural Model Evaluation

Structural Model Evaluation is exercised by seeing the significance of path coefficient. The higher value of R-Square shows the higher variances percentage of the endogenous variable which is impacted by the exogenous variable

Table 4
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ((O/STERR))	P Values
spiritual quotient - >job satisfaction	0,187	0,189	0,082	2,279	0,023

spiritual quotient - >readiness to change	0,152	0,167	0,081	1,870	0,062
transactional leadership ->job satisfaction	0,214	0,214	0,065	3,267	0,001
transactional leadership ->readiness to change	0,147	0,147	0,121	1,209	0,227
job satisfaction - >readiness to change	-0,123	-0,117	0,094	1,312	0,190
organizational commitment ->job satisfaction	0,468	0,465	0,061	7,662	0,000
organizational commitment - >readiness to change	0,588	0,576	0,115	5,131	0,000

Source. PLS output report

Based on the hypothesis examination, it can be concluded that the spiritual quotient and the transactional leadership behavior has a positive not significant impact on the public sector organization’s readiness to change. While the commitment is the only factor which significantly impacts on the readiness to change which means that commitment is the only factor that can be used as a prediction on the readiness to change. In the result of the research is also found that the three factors both spiritual quotient, transactional leadership and organizational commitment are equally influential significantly on the job satisfaction which means to elevate the job satisfaction the three factors are also needed to be elevated. Meanwhile, the role of the job satisfaction as a mediation in fact is not functioned which means to achieve the readiness to change the employees doesn’t have to be satisfied first, and the result of the research also can be explained that the job satisfaction negatively impacts on the readiness to change, that if we want to increase the employees’ readiness to change, the level of job satisfaction has to be decreased.

Whereas to explain the role of mediation, it can be seen on the indirect effect table as shown below:

Table 5.
Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
spiritual quotient-> job satisfaction					
spiritual quotient-> readiness to change	-0,023	-0,022	0,022	1,048	0,295
transactional leadership-> job satisfaction					
transactional leadership-> readiness to change	-0,026	-0,025	0,021	1,231	0,219
job satisfaction -> readiness to change					
organizational commitment -> job satisfaction					
organizational commitment -> readiness to change	-0,058	-0,055	0,046	1,257	0,209

Source. PLS output report

The table above shows that the job satisfaction doesn’t mediate the relation between spiritual quotient on the readiness to change which means that the hypothesis is rejected. This can be proved by the P-Value $0,295 > 0,05$ or the value of t-statistic $1,048 < 1,96$ with negative original sample, and so with the transactional leadership on the readiness to change the mediation role of job satisfaction is also not functioned proved by P-Value $0,219 > 0,05$ or t-statistic

1,231<1,96 with negative original sample, explains that the job satisfaction doesn't mediate the relations between transactional leadership on the readiness to change which means the hypothesis is rejected. From the table 4.5, we can also see that the job satisfaction doesn't mediate the relation between organizational commitment on the readiness to change proved by P-Value 0,209>0,05 or t-statistic 1,257<1,96 with negative original sample so the hypothesis is also rejected.

Meanwhile, if we see it from the R-Square table, it can be explained as below:

Table 6
R-Square

	R Square
Job satisfaction	0,477
Readiness to Change	0,428

Source. PLS output report

The table above shows the examination on the structural model which is done by seeing the value of R-Square which is a goodness-fit model test which explains that the impacts of spiritual quotient, transactional leadership behavior, and organizational commitment on the job satisfaction gives an R-Square value as much as 0,477 which means that the construct variable of the job satisfaction can be explained by the construct variables of the spiritual quotient, transactional leadership behavior, and organizational commitment as much as 0,477 or about 47,7% while the rest 52,3% is explained by other variable out of the research. To explain the spiritual quotient, transactional leadership behavior, and organizational commitment on the readiness to change it has an R-Square value as much as 0,428 which means that the construct variable of the readiness to change can be explained by the construct variables of spiritual quotient, transactional leadership behavior, and organizational commitment as much as 0,428 or about 42,8% while the rest 57,2% is explained by other variables out of this research.

5. RESULT:

From the hypothesis examination above the obtained result is as shown below:

Hypothesis	Hypothesis Questions	Results
H1	The spiritual quotient positively and significantly impacts on the organization's readiness to change.	positive and not significant
H2	The spiritual quotient positively and significantly impacts on the job satisfaction.	Positive and significant
H3	The job satisfaction positively and significantly impacts on the organization's readiness to change.	Negative and not significant
H4	The job satisfaction mediates the relation between spiritual quotient and the organization's readiness to change.	Does not mediate
H5	The transactional leadership positively and significantly impacts on the organization's readiness to change.	Positive and not significant
H6	The transactional leadership positively and significantly impacts on the job satisfaction.	Positive and significant
H7	The job satisfaction mediates the relation between the transactional leadership behavior and the organization's readiness to change.	Does not mediate
H8	The organizational commitment positively and significantly impacts on the organization's readiness to change.	Positive and significant
H9	The organizational commitment positively and significantly impacts on the job satisfaction.	Positive and significant
H10	The job satisfaction mediates the relation between the organizational commitment and the readiness to change	Doesn't mediate

From the table above, it can also be explained that the two contributing factors on the readiness to change based on the β value are the organizational commitment with the value of 0,588 and the spiritual quotient. Meanwhile, the two impacting factors on the job satisfaction are the organizational commitment with the value of 0,468 and the transactional leadership behavior with the value of 0,147. Besides of that, the job satisfaction itself has a negative impact on the readiness to change with the value of -0,123.

6. DISCUSSION:

Based on the research results above, there are two important factors which need to be concerned related to achieve the readiness to change which are how the organization can maintain the commitment especially the affective commitment also be more focused on the improvement of the employees' spiritual quotient. This is because the commitment has been a prediction on the change which embodies the loyalty of the employees and how the organization keeps trying to reach and involve the employees in every organization's activities and decisions. This is in accordance with Allen and Meyer (1997) who confirmed that organizational changes can be successful if the employees commit to make it work, same with Greenberg and Baron (2003) who stated that the employees with high commitment to their organization tend to be willing to share and sacrifice for their organization. The same research result also stated by Madsen (2005), Holt (2007), Periantaloand Mansoer (2008), Julita and Rafaei (2010), Nordin (2011), Pramadani (2012) and Widjaksono (2012) where the organizational commitment is a prediction for the readiness to change.

In the context of spiritual quotient, someone that is spiritually intelligent tends to be more adaptive to the changes (Zohar Marshal, 2000) and tends to follow new patterns (King, 2001). Although in this research the shown impact is not significant, but the spiritual quotient factor can be impacting to the readiness to change. Probably this little contribution is caused by the difficulty that was faced by the respondents in translating the context of spiritual quotient in the wider meaning or some respondents may also defined the spiritual quotient in the more narrow meaning so they need to find a way understand and to implement the spiritual quotient itself in the daily life. Although the contribution of the employees' spiritual quotient on the readiness to change has a value of 0,152 or 15,2%, this factor can be a predictor for a change someday if the effort to improve the spiritual quotient is exercised maximally. The spiritually intelligent employees who are also supported by the spiritual working environment are also expected to have a higher job satisfaction and high commitment on the organization also ready to face the organizational changes. The spiritual quotient indicator is seen from the ability to enter the higher level of knowledge/awareness, to determine the goal of life, to act calmly without any pressure while on the conscious level, often contemplate the meaning of every events which ever happened in life, understand deeply about who they are, determine the decision for any problems in life, when in the high consciousness, able to make a right decision for their life, by knowing the non-material aspects (cannot be seen) in life will help to be focused in living life, able to find purposes from every life experiences, able to develop ways to reach the high level of awareness.

Transactional leadership behavior in fact has the least contribution on the organization's readiness to change, so the organization need to think about the more effective leadership behavior related to the planned changes, such as transformational leadership or adjusting to the current condition. The transactional leadership behavior might be not supporting for a transformation and only can be effective in certain time but for a period of changes where a more visionary and more creative leader is needed and can reflect those attitude on their selves so the employees act as expected. Therefore a more creative and initiative leadership is needed, to help solving the problems, to support the employees to follow the changes in the organization. The transactional leadership can only cause the emergence of a materialistic mentality, so they will get used to work only if they get the reward as agreed and tend to work below the expectation. This result of research in fact doesn't support the research of Nordin (2011) which stated that the transactional leadership behavior has a significant impact to the readiness to change.

Whereas in improving the job satisfaction, it is hugely influenced by the commitment and transactional leadership behavior. Meyer, et al (2002) has proved that there is a quite strong correlation between the job satisfaction and the affective commitment. So does Dewi (2008), Velickovic (2014), Baihaqi (2010) and Inanc and Ozdilec (2015) who explained that the organizational commitment impacts on the job satisfaction. The commitment indicators are I will be very happy to spend the rest of my career with this organization, I am happy to discuss and develop my organization with people out of my organization, I really feel that this organization's problems is also mine, I think that it is not that easy to be bounded with other organization like I did with this organization. Meanwhile, the transactional leadership variables are the factors with the second largest contribution in improving the job satisfaction. The indicators of transactional leadership behavior are my leader makes me feel comfortable to discuss my reward if I finished my tasks, my leader ensures that I have thought carefully before I make my decisions, my leader appreciates my achievements, my leader invites me to understand more about my duty, my leader gives instructions and advices to change the way I solve a problem, my leader appreciates me, my leader explains what we will do together, my leader is always ready to give instructions whenever I need, my leader always shows new ways to solve problems, my leader tries to develop many supporting ways for me to solve problems, my leader has been a goal and achievement standard. Related with the context of improving the job satisfaction in this research, a transactional leadership behavior is needed and expected to be improved by the consistency of the leader in the reward agreement with the employees if the tasks is done as

expected, the leader can show an effective problem solving, the leader can give instructions to be concerned in solving a problem, the leader helps the employees to understand their job, the leader can appreciate the employees and can put them selves as the success symbol of the organization. If those behaviors can be exercised by a leader then it will increase the satisfaction of the employees.

But a job satisfaction is not a prediction on the readiness to change. This research has also found that with the increasing job satisfaction, the readiness of the employees to change is decreasing. That means the job satisfaction in fact cannot be used as a prediction on the readiness to change. This research result is not reciprocate with the research of McNabb and Sepic (1995), Ciliana (2008) and Luca (2015) which stated that the job satisfaction positively impacts on the readiness to change. This can be caused by the fear of something threatening both comfort, economy, and their current position, or can also be caused by the respondents which are mainly above 41-50 years old as much as 36,1 % and those with age above 50 years old as much as 27,1%, because the respondents average is not in the productive age has caused them refusing to change and they prefer their comfort although the changes will bring many improvements.

7. CONCLUSION:

1. The most contributing factor on the readiness to change is the organizational commitment and the spiritual quotient, that to reach the readiness to change an organization needs a commitment and spiritual quotient strengthening. Meanwhile, the most contributing factor on the job satisfaction is the organizational commitment and the transactional leadership. That means to increase the job satisfaction it is needed to improve the commitment and the transactional leadership behavior. Thus, the commitment is the only factor that impacts the most to the job satisfaction and the readiness to change.
2. The job satisfaction negatively impacts the readiness to change that the higher the job satisfaction level the lower the readiness to change.
3. The job satisfaction as a mediation didn't take any role in this research.

8. RECOMMENDATION:

1. The organization has to maintain the employees' commitment by trying to reach and involve the employees in every activities and decisions in the organization so that the process and the purpose of the changes can be achieved.
2. The organization's role is to improve the understanding related to the spiritual quotients by facilitating the spiritual environment so the employees with high spiritual intelligence will be ready and able to face any changes that will be happened. A spiritually intelligent employee who is also supported by the spiritual working environment is expected to have a higher job satisfaction and organizational commitment and also ready to face the organizational changes. By the emergence of a spiritual environment and culture it is expected that the employee can also feel that working is also a part of the observance which has been an achievement of the meaning and purposes of life. Developing spirituality in the workplace, giving a way for the employees and organizations to implement noble values such as honesty, integrity, anti-corruption, justice, balance, devotion, and appreciation on others.
3. The organization needs to think about the effective leadership behavior related to the planned changes such as transformational leadership or conforming to the current condition. For the organizational transformation period a more creative and initiative leadership is needed, which helps in problem solving, supports their employees to follow the happening changes. Besides, it also needs a leader who is inspiring, confident, visionary, has a high idealism, and also able to communicate in a good way, so a leader who is not only giving rewards with conditions is needed in the transformation period because such type of leader will only lead into a materialistic mentality of the employees.
4. A slightly uncomfortable situation on the employees is needed to be built, as an example, giving the employees critics to elevate the working standards so with that uncomfortable feeling the employees is expected to be ready for the changes.
5. The three variables in this research, has a significant impact in elevating the job satisfaction, so that the organization is expected to be able to maintain indicators which can be used to increase the job satisfaction such as the transactional leadership behavior and it is also expected to be increased by the consistency of the leader with the reward agreement that the employees will be rewarded after their task has done as expected, then the leader can show an effective problem solving to the employees, the leader can give instructions on several main points to be concerned, the leader helps the employees to understand their tasks, the leader has to appreciate their employees and also able to put themselves as a success symbol of the organization. If such behavior can be exercised by the leader then it will lead to the improvement of the job satisfaction.

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