



**The Affective Commitment as a Mediator in
Relationship between Military Commanders
Transformational and Transactional Leadership with
Subordinates Job Satisfaction in Malaysian Royal
Signals Corp**

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Abstract

The objective of the study was to empirically investigate the direct effect of military commander's transformational and transactional leadership styles towards their subordinates' job satisfaction and the indirect effect through their affective commitment as a mediator variable. Several studies have determined that the job satisfaction level of military personnel is lower than employees of non-military organizations. This lower level of job satisfaction may be attributable to inherent stress factors associated with the work environment of military employees. The consequences of lower job satisfaction levels will cause reduction in personnel performance, an increase in withdrawal, and counter-productive behaviours. This study seeks to determine whether the two different leadership styles have direct effects on the subordinates' job satisfaction or is indirectly mediated by affective commitment using PLS SEM approach. This study employed quantitative methods for data collection.

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The research instruments consisted of structured questionnaires using MLQ (Multifactor Leadership Questionnaire) developed by Bass and Avolio [31], the OCQ (Organizational Commitment Questionnaire) developed by Mowday, Steers, and Porter [32], and the MSQ (Minnesota Satisfaction Questionnaire) developed by Weiss and Dawis [30] which were adapted to measure the different dimensions, namely Transformational and Transactional Leadership Styles, Organizational Commitment, and Job Satisfaction. A total of 54 junior officers and 331 other ranks from the Royal Signals Corp were selected as respondents using simple random sampling techniques. PLS SEM analysis was used to assess the direct and indirect effect. The findings showed that the direct effect of transformational leadership to job satisfaction was significant. On the other hand, transactional leadership's direct effect to job satisfaction was non-significant. It was also found that Affective Organizational Commitment indirectly affects the relationship between transformational leadership, transactional leadership, and job satisfaction.

Keywords: Transformational Leadership; Transactional Leadership; Affective Organizational Commitment; Job Satisfaction; Partial Least Square Structure Equation Modelling (PLS SEM).

1. Introduction

Spector [1] states that job satisfaction influences people's attitude towards their jobs and various aspects of their jobs. Job satisfaction is affected by personal and organizational factors, which causes an emotional reaction affecting organizational commitment [2, 3]. The consequences of job satisfaction include better performance, and a reduction in withdrawal and counter-productive behaviours [4]. Since job satisfaction involves employee's affect or emotions, it influences an organization's well-being with regards to job productivity, employee turnover, absenteeism, and life satisfaction [1, 5]. Motivated employees are crucial to an organization's success, and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organizational commitment [6]. Organizational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication to the organization [7]. Allen and Meyer [8] identified a link between organizational commitment and employee turnover, and concluded that employees who were strongly committed to the organization were less likely to leave it. In a military organization, strong commitment from soldiers often translates into their will to fight and preserve the sovereignty of their country. The commitment of its personnel is important for the military, as it is the impetus for achieving higher productivity and retention of valuable talent within the organization.

Research conducted by Huang [9] identified a relationship between organizational culture and job satisfaction, in which a relationship between a manager's leadership style and the employee's job satisfaction was established. Rad and Yarmohammadian [10] also emphasized the criticality of job satisfaction in attracting and retaining well-qualified personnel. This is especially true in professions where a large degree of training and education is necessary, such as the military. Ortiz, Carraher, and Cellum [2] correlated employee happiness with productivity and stressed a strong likelihood that happy

employees will remain within the organization. They also noted that poor or ineffective leadership is the reason many employees leave organizations.

Leadership has been identified as one of the factors affecting job satisfaction [11, 12]. Martin [11] and Loke [12] identified a relationship between leadership and job satisfaction in businesses. There is a gap in the literature regarding how and to what extent leadership has on job satisfaction in the military. Several studies have determined the job satisfaction level of military personnel is lower than employees of non-military organizations [13-15]. Sanchez, et. al. [15] contend this lower level of job satisfaction may be attributable to inherent stress factors associated with the work environment of military employees.

The relationship between leadership styles and job satisfaction was reported in multiple studies [21]. Loke [12] identified a relationship between leadership practices and job satisfaction. Several recent unpublished dissertations also addressed aspects of leadership and job satisfaction. Smith [16] conducted a mixed method style of research in analyzing the relationship between several school principal's teaching styles and job satisfaction for teachers who have taught for less than two years in Western North Carolina rural schools. Smith's [16] research determined the job satisfaction of inexperienced teachers was enhanced by regular, specific, and positive feedback from principals. Findings of a quantitative research study by Martin [11] determined a "moderate statistically significant, positive relationship" between job satisfaction and leadership practices of employees at the National Aeronautics and Space Administration in Langley, Virginia. Quantitative research conducted by Klein [17] reported a positive correlation exists between job satisfaction of the Wisconsin Technical College System faculty and the leadership practices of their direct supervisors.

In a study focused on the relationship between leadership, organizational culture, and employee's job satisfaction, Chang, et. al. [18] found leadership behaviours and organizational culture can positively affect the employee's job satisfaction. Henderson [19] conducted a quantitative study of 33 U.S. Army care managers (civilian, social workers who provide mental health and family services to combat veterans) to determine how satisfied they were with their duties, resources, training, and supervision. A Care Manager Survey was developed to measure the workers' perceptions of job satisfaction and the environment. Although the sample size was small for a quantitative study (33 respondents), the participants indicated they were satisfied with their jobs. In another job satisfaction study, Yang [20] identified a positive relationship between transformational leadership and employee job satisfaction for sales managers and employees of four large firms. Based on Sanchez, et. al. [15] research, this study examines whether the military commanders' leadership styles plays a role in predicting job satisfaction among subordinates in the Royal Signals Corp. From the literature discussed above, this study investigates the relationship between the transformational and transactional military commander's leadership styles with their subordinate's job satisfaction.

Strong positive relationships have been observed between job satisfactions to affective commitment [1, 21, 22]. Research results indicate that satisfied employees tend to be committed to an organization, and

employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well, and engage in behaviours helpful to the organization [23, 24]. From the literature discussed, this study investigates the direct effect of the relationship between a military commander's leadership style with their subordinates' job satisfaction and indirect effect through the affective commitment of junior officers and their other ranks counterpart in the Royal Signals Corp.

1.1. Problem in this Study

Multiple studies in the past have linked leadership to job satisfaction, organizational commitment, or employee happiness in business organizations [11, 25, 26]. This research study differs from previous researches conducted in this area because it explores a selected leadership style; transformational and transactional leadership, not leadership in general. Moreover, it analyzes the perceptions of the subordinate's personnel in the military rather than teachers, nurses, or employees from other business organizations. A few isolated studies have already been carried out in the Malaysian military context, thus clarifying the role of leadership and its impacts on the employee's outcomes like job satisfaction and commitment [27-29]. Currently no studies have been conducted that explicitly examines the relationship of leadership styles and behavioural outcomes like job satisfaction and commitment to the integrative one model in Malaysian military environment. In Malaysia, the military organization and country defence policy rarely gets the attention of researchers, probably because of the difficulties in obtaining the proper authorization from the military in order to keep the military operational and defence policy confidential.

This study intends to establish, first; the direct effect of the relationship between the military commander's transformational and transactional leadership with their subordinates' job satisfaction. Secondly, based on organizational commitment theories, this research intends to determine whether the soldier's affective commitment to the organization has indirect effects on the relationship between the military commander's leadership with the subordinates' job satisfaction. This study proposes the following hypotheses.

H₁ : The military commander's transformational leadership is positively related to their subordinates' job satisfaction.

H₂ : The military commander's transactional leadership is positively related to their subordinates' job satisfaction.

H₃ : The subordinates' affective commitment is positively related to the subordinates' job satisfaction.

H₄ : The subordinates' affective commitment mediates the relationship between the military commander's transactional leadership and their subordinates' job satisfaction.

H₅ : The subordinates' affective commitment mediates the relationship between the military commander's transformational leadership and their subordinates' job satisfaction.

1.2. Research Model

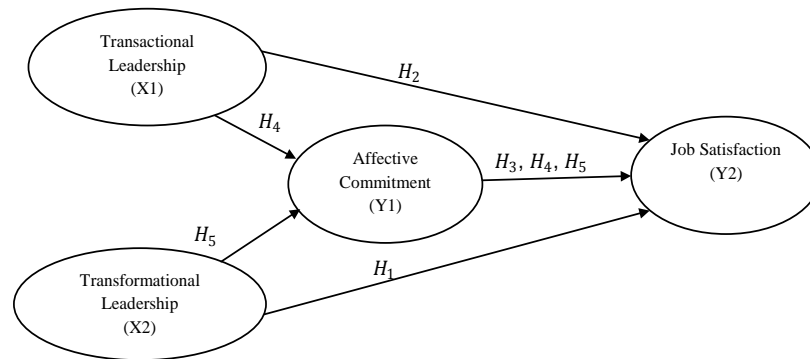


Fig. 1. Proposed Research Model

2. Materials and Methods

This research was conducted at the Royal Signals Corp, a field unit of the Malaysian Army. The approach used in this study is a quantitative approach. The populations in this study consisted of junior officers including that of Captain and below, as well as other ranks including warrant officers class one and below based on all 17 Regiments and Squadrons of the Royal Signals Corp. The main reason this field unit (Regiment and Squadron) was selected is that the military commander and subordinates are based together in one camp. Thus, the researchers are able to examine the military commander leadership on their subordinates.

A total of 384 army personnel were randomly selected for this study. The instruments used in this study were adapted from various sources. The dependent variable of the study (job satisfaction) was adapted from the MSQ developed by Weiss and Dawis [30]. The instruments utilized to measure independent variables (transformational and transactional leadership) were adapted from MLQ developed by Bass and Avolio [31]. Lastly, the instruments for the mediator variable were adapted from OCQ developed by Mowday, Steers and Porter [32]. The results of reliability analysis of these instrument are as follows; MSQ ($\alpha = 0.86$), MLQ (transformational leadership: $\alpha = 0.86$, transactional leadership: $\alpha = 0.80$), and OCQ ($\alpha = 0.81$). All factors of the theoretical model were measured with five point Likert type questions. The answers ranged from 'Strongly Dissatisfied' to 'Strongly Satisfied' to measure the level of satisfaction, 'Strongly Disagree' to 'Strongly Agree' to measure the level of commitment and 'Not at all' till 'Frequently if not always' to measure the military commanders leadership, depending on the way the proposition was stated.

3. Results

3.1. Assessment of the Structural Model

In order to assess the structural model, the significant of path coefficient, the coefficient of determination (R^2), the f^2 effect size, the predictive relevance Q^2 , and the q^2 effect size were examined [33-35]. The overall satisfaction of the model is reflected in the coefficient of the determination (R^2) of our endogenous latent variables, a common indicator in multiple regression analysis. Hair *et al.* [34] classifies R^2 values of 0.25, 0.50, or 0.75 as weak, moderate, or substantial, respectively. The resultant baseline model using an inner model path weighting scheme shows a moderate R^2 of 0.569 and 0.537 for Affective Commitment and Job Satisfaction, respectively. Blindfolding procedure (omission distance = 7) to evaluate Stone-Geisser criterion revealed Q^2 values greater than 0 for every variable, thus providing support for the model predictive relevance regarding the endogenous latent variables [33-35]

Table 1. R^2 , Communality and Redundancy

Construct	R^2	Communality AVE	Q^{2b}
Transformational Leadership		0.687	
Transactional Leadership		0.666	
Affective Commitment	0.569	0.579	0.322
Job Satisfaction	0.537	0.570	0.293
Average	0.553	0.625 ^a	0.307

^aThe average of communality is computed as a weight average of all of the communalities using weights as the number of manifest variables in each construct with at least two manifest indicators.

^bThe cross-validated redundancy measure Q^2 is derived from the blindfolding procedure with an omission distance of seven.

Table 2 displays the path coefficients, t values and their significant level, and the 95% confident intervals for main effects model with Affective Commitment as a mediator variable.

Table 2. Structural model assessment

Path	Coefficient	t value	95% CI
Transformational leadership → Job Satisfaction	0.267***	2.609	(0.067,0.467)
Transactional Leadership → Job Satisfaction	0.123[36]	1.140	(-0.089,0.335)
Affective Commitment → Job Satisfaction	0.401***	5.420	(0.261,0.559)
Transformational Leadership → Affective Commitment	0.364***	2.681	(0.097,0.631)
Transactional Leadership → Affective Commitment	0.427***	3.066	(0.155,0.699)

t(0.05,999) =1.65, t(0.01,999)=1.96,

t(0.01,999)=2.57

*p<.05, **p<.01,***p<.001

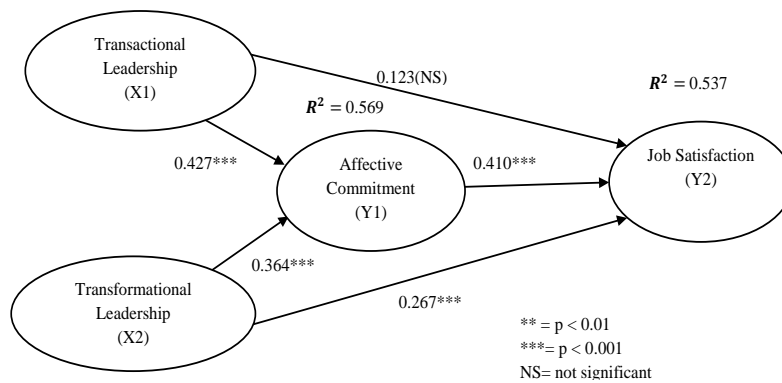


Fig. 2. The main effects model: Affective Commitment as a Mediator Variable

The final assessment addresses the f^2 and q^2 effect sizes. The effect size of 0.02, 0.15, and 0.35 indicate an exogenous construct's small, medium, or large effect, respectively, on the endogenous construct [37]. To calculate the f^2 value of a selected endogenous latent variable, the $R^2_{included}$ and R^2 were used. The $R^2_{included}$ values were obtained from a model reestimation after omitting a predecessor of that exogenous latent variable [33]. For example, the endogenous latent variable Job Satisfaction has an original R^2 value of 0.537 ($R^2_{included}$). If Affective Commitment was removed from structure model and the model reestimated, the R^2 of Job Satisfaction has a value of only 0.466 ($R^2_{included}$). These two values were the inputs for calculating the f^2 effect sizes of Affective Commitment on Job Satisfaction, i.e., $0.537 - 0.466/1-0.537 = 0.153$. Thus, the f^2 effect size of Affective Commitment on Job Satisfaction is moderate. The q^2 effect size is calculated in a similar way. However, instead of the R^2 values, the Q^2 values of predictive relevance were used as inputs [34].

In Table 3, the target construct appears in the first row, whereas the predecessor construct appears in the first column. For example, the f^2 and q^2 effect size of Transformational Leadership on Affective Commitment are 0.097 and 0.042, respectively. Lastly, the value of R^2 , in the case of standardized variables, may be decomposed in terms of the multiple regression coefficient and correlations between the dependent variable and the explanatory ones [38]. This decomposition allows the understanding of the contribution of each explanatory variable to the prediction of the dependent one, for example, Table 3 shows that Affective Commitment is the most importance variable in the prediction of overall job satisfaction, contributing to 52.7% of the R^2 .

Table 3. The f^2 and q^2 effect sizes and contribution to R^2 (%)

Construct	First Set Affective Commitment			Second Set Job Satisfaction		
	f^2	q^2	Contribution	f^2	q^2	Contribution
	Effect sizes	Effect sizes	to R^2 (%)	Effect size	Effect sizes	to R^2 (%)
Transformational	0.097	0.042	0.456	0.041	0.215	0.146
Transactional	0.137	0.058	0.544	0.011	0.008	0.327
Affective Commitment				0.153	0.060	0.527
Job Satisfaction						

3.2. Hypothetical Test

3.2.1. The military commander's transformational leadership is positively related to their subordinates' job satisfaction

Table 1. Result of Direct Influence Test between Transformational and Job Satisfaction

Dependent Construct	Independent Constructs	Path Coefficient (β)	Observed t statistics	Significant Level
Job Satisfaction ($R^2 = 0.537$)	← Transformational Leadership	0.264	2.629	0.000

Based on the analysis, it shows that job satisfaction is influenced directly by the military commander's transformational leadership ($\beta=0.264$, $t=2.629$, $p=0.000$). As a result, hypothesis H_1 is supported.

3.2.2. The military commander's transactional leadership is positively related to their subordinates' job satisfaction

Table 2. Result of Direct Effect Test between Transactional and Job Satisfaction

Dependent Construct	Independent Constructs	Path Coefficient (β)	Observed t statistics	Significant Level
Job Satisfaction ($R^2 = 0.537$)	← Transactional Leadership	0.123	1.141	0.221

Based on the analysis, which states that the compatibility of the existing transactional leadership style within the unit does not correspond to the results obtained ($\beta=0.1234$, $t=1.141$, $p=0.221$), whereby the direct effect of transactional leadership style on the subordinates' job satisfaction was insignificant. It shows that job satisfaction is not directly influenced by the military commander's transactional leadership. As a result, hypothesis H_2 is rejected or unsupported.

3.2.3. Discussion

The results of the analyses showed that there was an influence of the military Commander’s transformational but not transactional leadership style to their subordinates’ job satisfaction. This suggests that only the transformational style practiced by military commanders in the Royal Signals Corp unit was influential in improving the job satisfaction of their subordinates. It is based on the overall average value of the variable transformational which higher category (a mean transformational score of 3.05 and standard deviation of .33 while a mean transactional leadership score of 2.91 and standard deviation of .51), which indicates that many of the subordinates were more responsive towards the current transformational leadership style. The varying styles of leadership depend on the situation and many subordinates of the Royal Signals Corp have more satisfaction towards their leader’s idea of varying leadership based upon the situation. The study results support Yeakey’s [39] idea of varying leadership style based upon the situation.

The results of the analyses showed that the highest loading factor on the style of leadership is attributed to the transformational leadership method, indicating that subordinates are assessing the leadership styles primarily on the transformational leadership method. Subordinates are more likely to view leaders who adopt the transformational leadership style as leaders who are capable of providing guidance, encouragement, and cooperation in completing tasks. These results are in accordance with a study by Klein [17], whereby a positive correlation exists between job satisfaction and leadership practices of their direct supervisors. On the other hand, the lowest loading factor is attributed to the transactional leadership style, which indicates that many of the subordinates see their leaders short of providing direction and rewards. The lowest loading factor shown by the subordinates in this present study may be general in nature, as the transactional leadership style (reward and punishment) was the predominant style of leadership practice in the military [29]. Military leaders give orders and expect their subordinates to carry them out.

3.2.4. The subordinates’ affective commitment is positively related to the subordinates’ job satisfaction.

Table 3. Results of Direct Effect Test between Affective Commitment and Job Satisfaction

Dependent Construct		Independent Construct	Path Coefficient (β)	Observed t statistic	Significant Level
Job Satisfaction ($R^2 = 0.537$)	←	Affective Commitment	0.410	5.452	0.000

Based on the analysis, it shows that job satisfaction is influenced directly by the subordinates’ affective commitment ($\beta=0.410$, $t=5.452$ $p=0.000$). As a result, hypothesis H_3 is supported.

3.2.5. Discussion

The results of the analyses of the influences of commitment to the military services on the subordinates' job satisfaction are positive, whereby the affective organizational commitment affects the subordinates' job satisfaction. The path coefficient is positive, indicating that both the influences are in the same direction. The higher the affecting organizational commitment, higher the subordinates' job satisfaction, and vice versa. This can be seen clearly on the basis of the overall average value of affective organizational commitment variables at high categories.

It can be deduced that the affective commitment of the subordinates of the Royal Signals Corp currently includes the willingness to work with relatively small salary, and that retirement is one of the main attractions for the subordinate to continue working. Overall, the existing organization's commitment to their subordinates of junior officers and their other ranks counterparts of the Royal Signals Corp currently includes affective commitment (including the progressive values of the present military organization, the attention of the unit, subordinates happy to spend the rest of their career with the military organization), subordinates' willingness to carry out their duties even though the military's remuneration scheme is relatively small, frequently relocated, retirement is an attraction for junior officers and their other ranks counterparts), the military becomes the profession of choice for subordinates until retirement, the military profession provides job security to the junior officers and other ranks counterparts in the Royal Signals Corp against all the existing risks), and has already been able to increase the overall subordinates' job satisfaction. Thus, affective commitment in the Royal Signals Corp is currently beneficial for the corps, and if retained will further improve the subordinates' commitment to the unit in the future. These results are in line with the findings reported by Spector [1], that job satisfaction relates most strongly to affective commitment. The findings may be attributed to the notion that both job satisfaction and affective commitment relates to an individual's attitude towards their work.

3.2.6. The subordinate's affective commitment mediates the relationship between the military commander's transactional leadership and their subordinates' job satisfaction

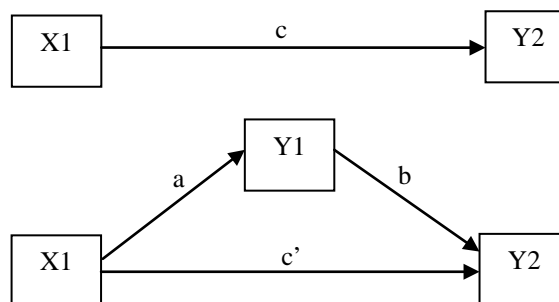


Table 1.4: Results of the analysis of Affective Commitment mediation for Transactional Leadership influence towards Job Satisfaction

Model Without Mediation Variable					
Path	Relation	Path Coefficient (β)	Observed t statistic	Significant Level	Remark
c	X1 → Y2	0.128	1.225	0.221	Not Significant

Model With Mediation Variable					
Path	Relation	Path Coefficient (β)	Observed t statistic	Significant Level	Remarks
c'	TL→JS	0.123	1.164	0.245	Not Significant
a	TL→AC	0.427	3.021	0.002	Significant
b	AC→JS	0.410	5.354	0.000	Significant
	TL→AC→JS	0.298	3.312	0.001	Significant

Based on the analyses, it is observed that job satisfaction is influenced indirectly by the military commander’s transactional leadership through affective commitment ($\beta=0.298$, $t=3.312$ $p=0.001$). As a result, hypothesis H_4 is supported; there exists an indirect effect in the relationship between the military commander’s transactional leadership and their subordinates’ job satisfaction. The relationship is highly significant below the 0.01 levels and VAF (Variance Accounted For) = indirect effect/total effect = $0.175/0.298 = 0.587$ or 58.7% (fully mediated), which states that the compatibility of the existing transactional leadership style within the unit is fully mediated by affective commitment to improve the subordinates’ job satisfaction in the Royal Signals Corp unit. The results show that the direct effects of transactional leadership style on subordinates’ job satisfaction are insignificant. Hence, in order to influence the subordinates’ job satisfaction, the military commander’s transactional leadership style must be strengthened through affective commitment.

3.2.7. The subordinates’ affective commitment mediates the relationship between the military commander’s transformational leadership and their subordinates’ job satisfaction

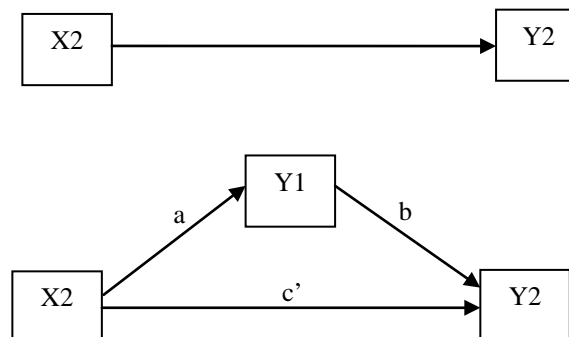


Table 1.5: Results of the analysis of Affective Commitment mediation for Transformational Leadership influence towards Job Satisfaction

Model Without Mediation Variable					
Path	Relation	Path Coefficient (β)	Observed t statistic	Significant Level	Remark
c	X2 \rightarrow Y2	0.264	2.586	0.010	Significant
Model With Mediation Variable					
Path	Relation	Path Coefficient (β)	Observed t statistic	Significant Level	Remarks
c'	X2 \rightarrow Y2	0.267	2.604	0.009	Significant
a	X2 \rightarrow Y1	0.364	2.647	0.008	Significant
b	Y1 \rightarrow Y2	0.410	5.354	0.000	Significant
	X2 \rightarrow Y1 \rightarrow Y2	0.416	4.747	0.000	Significant

Based on the analyses, it shows that job satisfaction is influenced indirectly by the military commander's transformational leadership through affective commitment ($\beta=0.416$, $t=4.747$ $p=0.000$). H_5 is supported, there exists an indirect effect in the relationship between the military commander's transformational leadership and their subordinates' job satisfaction. The relationship is highly significant below the 0.01 levels and $VAF = \text{indirect effect}/\text{total effect} = 0.149/0.416 = 0.358$ or 35.8% (partial mediation).

3.2.8. Discussion

The transformational leadership style is currently more influential in fostering the subordinates' commitment to military services of the Royal Signals Corp as a whole, which includes the military values that were developed in accordance with the task. As part of the affective organizational commitment method, subordinates are offered attractive pensions at retirement which in turn will facilitate the retention of personnel and increase job satisfaction, despite relatively small salaries. Based on the existing results, it is clear that affective organizational commitment can mediate the influence of transformational and transactional leadership styles that exists in the unit to predicting increases in the subordinates' job satisfaction. If this is ignored constantly by the military commanders of the Royal Signals Corp, it may have an impact on the overall subordinates' job satisfaction.

Due to the inconclusive effectiveness of the transactional leadership style, the method could not be implemented and maintained at the Royal Signals Corp unit. Based on observations in the field, a lot of subordinates expect participatory leadership from their commanding officers, whereby this method of transformational leadership pursues a persuasive approach to create a harmonious cooperation, and foster loyalty and participation of subordinates. Furthermore, based on field observations, it is also appropriate if the military commanders of the Royal Signals Corp apply the transformational leadership style. In order to increase affective commitment of the subordinates to the military services, the Corps requires a leader who has the legal power and authority to remain as the top officer. This notion is also based on the history of the military unit which has undergone several transformations to change the military environment in which every government organization is always synonymous with the rules and bureaucracy of the current ruling government. Thus, transformational leadership style would be

more appropriate when applied to government organizations (military organization) such as the Royal Signals Corp.

Should the military commanders of the Royal Signals Corp retain undeveloped leadership methods as it is presently doing, the military commander of the Royal Signals Corp may encounter many obstacles in the future. These results are in accordance with studies by Klien [22] and Martin [23]. The results showed that the relationship between models of leadership style to job satisfaction is positive and significant. The results of this study does not support the results presented by Anwar and Ungku Ahmad [25], in which leadership styles do not directly affect the subordinates' job satisfaction, but is mediated by affective organization commitment, whereas in this study the transformational leadership style had an effect but not transactional leadership style on the job satisfaction of subordinates through affective organizational commitment as a mediating variable. Furthermore, the results of this study confirm the theory once proposed by Hersey and Blanchard [40] that one style of leadership should not be used for every task, group of followers or situation. The effective leaders would vary their leadership styles to achieve optimal results based on the environment, task, follower characteristics, and situation.

The analyses above shows that affective organizational commitment has a mediating role in relationship both transformational and transactional leadership styles with the subordinates' job satisfaction. It is clear that affective organizational commitment is mediated in part (partial mediation) by the effects of transformational leadership styles of the military commanders on job satisfaction, and affective organizational commitment is mediated in full (full mediation) effect by transactional leadership style towards the subordinates' job satisfaction. Thus, the higher the affective organizational commitment owned by the subordinates of the Royal Signals Corp, the higher the subordinates' satisfaction will increase, in terms of working quality (mastering of jobs by the subordinates, the work the subordinates are tasked with, subordinates' pace of work), work quality (quality of the subordinates' job, work tasks in accordance with the standards in the unit, increase of subordinates' job quality standards from day to day), as well as time management (jobs and tasks assigned to subordinates by the unit and the leader were completed within the timeframe). It is better if all these factors can be maintained and enhanced so that the subordinates and the unit will be able to improve their commitment towards the Royal Signals Corp as a whole.

These results are consistent with studies conducted by Spector [1], Aamodt [23] and Kotze and Roodt [24]. The results of their study stated that the model of the relationship of organizational commitment on job satisfaction is positive and significant. Furthermore, the results of this study strengthens and supports the theory advanced by Robbin [41], that organizational commitment is the degree to which the subordinates were in favour of a particular organization and its goals and intention to maintain membership in the organization. The results also support the theory proposed by Cash and Fisher [42], whereby the subordinate's performance is what has been produced by individuals either work quality, quantity and timeliness of work.

Thus, of the four hypotheses presented, three were supported, the positive and significant, i.e. the military commander's transformational leadership has a direct effect to their subordinates' job satisfaction, the subordinates' affective commitment has a direct effect to subordinates' job satisfaction, the affective commitment has an indirect effect in the relationship between the military commander's transformational leadership and their subordinates' job satisfaction, affective commitment has an indirect effect in the relationship between the military commander's transactional leadership and their subordinates' job satisfaction. However, the military commander's transactional leadership has no direct effect to their subordinates' job satisfaction.

4. Conclusion

In this study, it was observed that the transformational leadership styles affects the subordinates' job satisfaction mediated by affective commitment, whereas transactional leadership styles had no effect directly on the subordinates' job satisfaction. Affective commitment is mediated in part (partial mediation) by the influence of the transformational leadership on the subordinates' job satisfaction. Affective commitment is mediated in full (full mediation) by the effect of transactional leadership to the subordinates' job satisfaction.

The findings in this study are capable of contributing to the development and confirmation of the theory of organizational commitment and employee's job satisfaction in terms of the development of human resource concepts. The results of this study reinforce the concept of the relationships between organizational commitment and employee's job satisfaction. In addition, the study proves that a high level of organizational commitment can improve the employee's job satisfaction.

The results of this study provides a positive contribution to the military commanders of the Royal Signals Corp to always be mindful, consistent, and improve the delivery of leadership styles and job satisfaction. The results may provide insight into the importance of the application of concepts of commitment for subordinates and transformational and transactional leadership styles of military commanders that exist within a unit, increase commitment to the military services and the subordinates' job satisfaction in maintaining and developing the human resources in the unit. The results of this study reinforce the concept of the relationship between transformational and transactional leadership with job satisfaction through organizational commitment, as shown in previous studies e.g. [1, 43]

4.1. Limitation of the Research

Respondents involved in this study have educational background, experience, and were varied in age. Not all of the respondents were able to answer the questionnaires properly, in this case there were a respondent who were not able to answer the questionnaires or convey their ideas thoroughly, and thus there is a tendency towards low response consistency and are less in accordance with actual reality. Measurements of the research variables were based on the respondent's perception, which was strongly influenced by the respondent's memory, and judgments towards themselves, in turn, allowing some bias in the measurements. Unavailability and time constraints owned by the respondents at the time of

answering the questionnaire or providing feedback potentially affected the respondent's answers in describing symptoms or phenomena that occur within their duty. The results of the research conducted at the Royal Signals Corp unit have characteristics that may differ from other Army units, both in military ethics and cultural characteristics.

4.2. Recommendations

Transformational leadership had direct effects towards the subordinates' job satisfaction and indirect effect by the affective commitment. The transformational leadership portrayed by the military commanders in the unit towards their subordinates are now fairly in accordance with the expectations of the subordinates and could potentially improve the subordinates' job satisfaction. Furthermore, with the increased support and strengthened commitment of the subordinates of the Royal Signals Corp, this will also further improve their job satisfaction, and the retention of valuable talented personnel in the organization.

Transactional leadership styles have no direct effect towards the subordinates' job satisfaction in this study because this may be synonymous with traditional military leadership practices [29], however, it has an indirect effect on the subordinates' job satisfaction with full mediation by affective commitment. That is, the transactional leadership style of the military commanders in the Royal Signals Corp was also indirectly correlated influential in improving the job satisfaction of junior officers and their other rank counterparts. This is due to the undeveloped styles of transactional leadership which is always practiced in the military (reward and punishment) and many subordinates of the Royal Signals Corp are less trusting of their commanding officers today.

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