

The Effect Of Transformational Leadership On Employee Performance: Mediated By Organizational Commitment

Endro Sukotjo¹, Alida Palilati²,
Murdjani Kamaluddin³, Zaludin⁴

¹ Halu Oleo University, Kendari, Indonesia. Email: endrosukoco@gmail.com.
ORCID: 0000-0002-8485-282X.

² Halu Oleo University, Kendari, Indonesia. Email: alidapalilati@gmail.com.
ORCID: 0009-0006-8567-9973

³ Halu Oleo University, Kendari, Indonesia.

⁴ Halu Oleo University, Kendari, Indonesia. Email: zaludin@uho.ac.id.
ORCID: 0000-0001-8399-1396

Abstract

The purpose of this study was to examine the effect of transformational leadership on employee performance mediated by organizational commitment. The population of this study is educational staff with functional and structural positions, totaling 96 people. Determination of the sample using a census technique so that the entire population becomes the sample. Methods of data collection using a questionnaire. Respondents' answers used a Likert scale. Research data were analyzed using smart PLS ver 3. The results showed that transformational leadership had a positive and significant effect on organizational commitment and employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment plays a role in partially mediating the effect of transformational leadership on employee performance. In order to improve the performance of employees, especially education staff in tertiary institutions, the elements of leadership need to implement transformational leadership, because transformational leadership provides inspiration, guides and cares for employees so as to create a stronger sense of loyalty and commitment because employees feel empowered and valued, this makes employees committed to carrying out their duties in a timely and quality manner.

Keywords: transformational leadership, organizational commitment, employee performance.

I. Introduction

The performance of employees in public organizations is very important, especially in providing services. Among the various variables investigated in the literature, previous research has broadly identified supervisory behavior as providing a major role in influencing employee performance. In service-oriented public organizations and people that the success of an organization depends heavily on the role of managers (Terglav et al., 2016), because they influence the emotions, attitudes, and behavior of employees (Avolio et al., 2004) and the way they interact with customers (Wallace et al., 2013). Specifically, transformational leadership, is defined as “a leadership style that transforms followers to overcome self-interest by changing their morals, ideals, interests, and values, motivating them to perform better than expected” (PIETERSE et al., 2010), and currently transformational leadership is the most widely accepted paradigm in the leadership literature (Judge & Piccolo, 2004).

Transformational leadership is considered the most influential leadership theory over the last decade (Avolio et al., 2004), because transformational leadership is seen as a leadership style by identifying the need for change, creating a vision to guide change through inspiration, and positive behavior to increase member commitment to the organization (Yukl, 1999). Transformational leadership theory also witnessed a remarkable development during Bass & Avolio (1993) contribution, this is because transformationalism is represented in charisma, creative drive and concern for the individual (Bass & Avolio, 1993).

Transformational leadership as a set of behaviors that motivate followers to achieve performance beyond expectations by changing followers' attitudes, beliefs, and values (Bass & Avolio, 1993; Yukl, 1999). Transformational leadership shows followers working collectively for the benefit of the team (Kevin Kelloway et al., 2003) and helps followers make positive transformations within themselves (Chua et al., 2018).

Transformational leadership is one of the more effective leadership styles for encouraging positive extra-role and role behaviors from employees (MacKenzie et al., 2001). As previously mentioned, transformational leaders: encourage followers to overcome their own self-interests; provide feedback; setting high performance standards; help followers become more creative and innovative; and paying attention to the needs of followers (Bass & Avolio, 1993; Yukl, 1999).

Transformational leadership does not only affect employee performance, but also influences organizational commitment (Limsila & Ogunlana, 2008). Building organizational commitment continues to gather momentum and has attracted attention from organizational psychologists and researchers from other disciplines. Therefore, researchers are looking for appropriate managerial ways to increase the level of employee commitment to their work. Today's organizations need leaders who can increase motivation and commitment among their followers with behavioral and personality characteristics such as charisma, have the ability to influence employees and have individual considerations that will motivate employees to achieve organizational goals. Leaders with these characteristics are called transformational leaders (Bass & Avolio, 1993).

Transformational leaders motivate followers to be responsible and autonomous (Carless et al., 2000), stimulate followers to seek innovative ways, and increase a sense of control and self-determination among followers for their work (Bass & Avolio, 1993). Study of Cho et al. (2019) also found that transformational leadership had a positive and significant effect on organizational commitment, especially for employees from the United States. Likewise with the research findings of Tian et al. (2020) that transformational leadership has a positive and significant effect on organizational commitment. On the other hand, Cahyono et al. (2020) that several indicators of transformational leadership such as ideal influence, inspirational motivation, individual considerations have no significant effect on organizational commitment, except for intellectual stimulation.

Organizational commitment can affect organizational performance. According to Robbins et al. (2018) that commitment has an impact on performance. many managers think that employee commitment to organizational goals is important. Armstrong (2012) revealed that engendering employee commitment will lead to increased performance. Research by Al Zefeiti & Mohamad (2017) reveals that empirical results show that organizational commitment (affective, normative, and sustainability) has a significant impact on performance. Likewise with research by Fathia et al. (2018); Rivai, (2017) found that Organizational commitment has a significant effect on employee performance. On the other hand, Study of (Metin, K., & Asli, 2018) reveals that organizational commitment has an insignificant positive effect on employee performance. Research by Renyut et al. (2017) revealed that organizational commitment has a positive but not

significant effect on employee performance. Likewise, research by Marsoit et al. (2017) revealed that organizational commitment has a negative and insignificant effect on employee performance.

Organizational commitment can play a role in mediating the effect of transformational leadership on organizational performance. Research by Limsila & Ogunlana (2008) found a positive impact of transformational leadership on employee performance and organizational commitment. The effect of transformational leadership is very important for working individuals especially professionals working in high pressure environments. Likewise the research findings of Andrews & Dziegielewski (2005) that employees generally prefer leaders with transformational behavior who meet the individual needs of followers so as to increase organizational commitment and employee performance. The role of organizational commitment in mediating the effect of transformational leadership on employee performance is also important to study in public organizations, because public organizations want employees who have high commitment so that motivational inspiration, intellectual stimulation directed by leaders can be carried out by employees to support the achievement of long-term organizational goals. long. Thus, it is important to carry out this study in order to contribute knowledge in the context of implementing effective transformational leadership in order to increase organizational commitment and employee performance in public organizations.

II. Literature Review

2.1. Transformational leadership

Transformational leaders in the form of the power of the leader's personality to make significant changes in the behavior of followers in achieving the vision or goals of the organization. Burns (1978) explains that leadership transformation takes the form of motivating people to strive for higher goals. good leadership implies a moral responsibility to respond to the values and needs of people in a way that is conducive. Bass & Avolio (1993) describes the psychological mechanisms underlying leadership transformation. He showed that transformational leaders are measured by the leader's influence on followers in terms of the degree to which they feel trust, admiration, loyalty and respect for the leader and are willing to work harder than expected. According to Bass, this happens because leaders change and motivate through missions and visions that inspire and give them an identity.

Tichy & Devanna (1986) suggest that transformational leaders have three main roles: recognizing the need for revitalization, creating new visions and instituting change. Yukl, (1999) advises transformational leaders to:

- a) Developing a challenging and interesting vision with employees;
- b) Tie the vision with a strategy for achieving it;
- c) Develop a vision, determine and translate it into action;
- d) Express confidence, firmness and optimism about the vision and its implementation;
- e) Realizing the vision through planned steps on the road to full implementation.

One of the newest and most popular approaches to leadership that has been the focus of much research is the transformational approach. Transformational leadership is part of the new leadership Bryman et al. (1992) which pays more attention to the charismatic and sensitive elements of leadership. Bass & Avolio (1993) argue that the popularity of transformational leadership meets the needs of today's work groups, who want to be inspired and empowered to succeed in uncertain times, many academics studying transformational leadership, and it dominates the core of leadership research.

Transformational leadership is a process that transforms people, who are concerned with emotions, values, ethics, standards and long term goals. This includes assessing followers' motives, satisfying their needs, and treating them as whole people. Transformational leadership includes extraordinary forms of influence that move followers to achieve more than what is normally expected of them, and it is a process that often accompanies charismatic and visionary leadership (Northouse, 2016).

2.2. Organizational Commitment

Commitment represents the strength of an individual's identification with and involvement in the organization. This is a concept that has played an important role in the philosophy of HRM. Guest (1991) suggested that HRM policies are designed to maximize organizational integration, employee commitment, flexibility and quality of work. Beer et al. (1984) identify commitment in their concept of HRM as a key dimension because it can result not only in more loyalty and better performance for the organization, but also in self-esteem, dignity, psychological involvement, and individual identity.

Appelbaum et al. (2013) reveal that organizational commitment is a multidimensional construct that reflects employees: identification with the organization (loyalty), attachment to the organization (intention to stay), and willingness to expend effort on the organization's behalf (discretionary effort). An alternative, though closely related definition of commitment emphasizes the importance of behavior in creating commitment. Three behavioral traits are important in tying individuals to their actions: the visibility of the action, the degree to which the results are irrevocable, and the degree to which the person performs the action voluntarily. Commitment according to Salancik (1977) can be increased and used to gain support for the goals and interests of the organization through ways such as participation in decision making.

In achieving organizational goals requires high commitment from employees (Armstrong, 2012). Commitment is one of the most competitive and powerful weapons in the success of an organization besides motivation (Sadler, 1996). Commitment refers to attachment and loyalty. It is related to how individuals feel about their organization. It is characterized by an emotional attachment to one's organization resulting from shared values and interests (Mowday et al., 2013). Three characteristics of commitment were identified as: strong desire to remain a member of the organization, strong belief in and acceptance of organizational values and goals, readiness to exert a great deal of effort on behalf of the organization.

Meyer & Allen (1996) provides a form of employee commitment to the organization into 3 parts as follows:

- a) Affective commitment, namely emotional attachment, identification, and involvement in an organization. Individuals stay in an organization because of their own will.
- b) Continuance commitment, namely individual commitment based on consideration of what must be sacrificed when leaving the organization. Individuals decide to remain in an organization because they perceive it as fulfilling a need.
- c) Normative commitment, namely individual beliefs about responsibility towards the organization because they feel obliged to be loyal to the organization.

Of the three types of commitment above, of course, the highest level is affective commitment. Employees with high affective commitment will have the motivation and desire to contribute meaningfully to the organization.

2.3. Employee Performance

Employee performance or achievement is an important aspect in an effort to achieve organizational goals. Organizational performance cannot be separated from the performance of employees in carrying out their duties and work. Thus the progress or failure of an organization is largely determined by the role and quality of its employees. In general, performance is often interpreted as the ability to produce a result. Performance is a combination of effectiveness and efficiency in carrying out core work tasks. All of these types of performance are related to the core duties and responsibilities of a job and are often directly related to the functions listed in formal job descriptions (Robbins & Judge, 2017).

Performance is the recording of the resulting impact on specific work functions or activities over a certain period of time (Bernardin & Russell, 1998). According to Wood et al (2011) performance is a concise measurement of the quantity and quality of the contribution of tasks performed by individuals or groups to work units or organizations (Wood & De Menezes, 2011). Performance is the level of success in carrying out tasks and the ability to achieve the goals that have been set (Gibson et al., 2011). Performance is the achievement or achievement of work results achieved by employees based on predetermined standards and assessment measures (Mathis & Jackson, 2004).

III. Hypothesis Development

3.1. Transformational leadership and employee performance

Employees in the workplace will need different levels of support based on the goals they are aiming for and working towards. A transformational leader will recognize this and produce customized support tools such as mentoring, counseling, and coaching to help employees (Mittal & Dhar, 2015). According to Buil et al. (2019) performance provides organizational benefits that come from transformational leadership. Transformational leaders will encourage their followers to fulfill their own interests, set high performance standards, and also provide feedback, and help followers to be more creative and innovative, and pay attention to the needs of followers (Buil et al., 2019). That way, transformational leaders will motivate followers to achieve performance that exceeds expectations by changing followers' beliefs, attitudes, and values, which in turn will provide transformational leader

results that can improve employee performance. Transformational leadership plays a role in increasing employee awareness and strengthening the level of employee perception. This can have a direct impact on employee performance (Bass & Avolio, 1993). Such a leader results in the generation of new ideas and has an understanding of the situation by creating awareness to realize common goals (Hanaysha et al., 2012).

Previous research has also found that transformational leadership has a positive and significant effect on employee performance (Buil et al., 2019; Kalsoom et al., 2018). Thus, the research hypothesis is:

H1: Transformational leadership has a positive and significant effect on employee performance.

3.2. Organizational commitment and employee performance

Exchange theory as the primary explanation for the commitment process Mowday et al. (2013) reveals that commitment is characterized by three factors: (1) strong belief in and acceptance of organizational goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization. Side bet theory suggests that this approach is one of the earliest attempts to advance a comprehensive conceptual framework for the concept of commitment that provides an overall perspective on the relationship between the individual and the organization (Becker, 1960).

Organizational commitment is one of the most popular work attitudes studied by practitioners and researchers (Mowday et al., 2013) because of its considerable impact on organizational outcomes such as employee performance (Dirani, 2009; Yousef, 2000). Study of (Al Zefeiti & Mohamad, 2017) revealed that empirical results show that all organizational commitment subscales (affective, normative, and sustainability) have a significant impact on employee performance. Likewise with research by Eliyana et al. (2019), Fathia et al. (2018) found that organizational commitment has a positive and significant effect on employee performance. Based on the theoretical basis and previous research, the research hypothesis is as follows:

H2: Organizational commitment has a positive and significant effect on employee performance.

3.3. Transformational leadership and organizational commitment

Transformational leadership is positively related to organizational commitment in various organizational cultures (Bono & Judge, 2003). Employee commitment reflects the quality of organizational leadership, and in turn, leadership behavior is significantly related to organizational commitment (Stum, 1999). Transformational leaders are able to influence followers' organizational commitment by promoting high levels of intrinsic value associated with goal attainment and by emphasizing the link between follower effort and goal attainment. In addition, transformational leaders can create an inspiring and intellectually stimulating work environment that is conducive to sharing organizational visions and instilling higher order ideals and values among subordinates (Bass & Avolio, 1993). Transformational leaders influence organizational commitment through distributive justice (and trust among subordinates (Dai, 2013). Thus, transformational leaders and their subordinates are personally committed to the same vision, mission, and organizational goals (Shamir et al., 1998). Other studies have also found that transformational leadership has a positive and significant effect on organizational commitment (Mishra & Upadhyay, 2022; Park et al., 2022). Based on the findings of previous studies, the research hypothesis is as follows:

H3: Transformational leadership has a positive and significant effect on organizational commitment

3.4. The effect of transformational leadership on employee performance is mediated by organizational commitment

Transformational theory (Bass & Avolio, 1993) suggests that followers' self-interest is transcended for the sake of the group and emphasizes the collectivistic aspect of moral development. Committed employees are responsible for improving their performance and devoting their time to the organization. Organizational commitment is often described as a key factor in the relationship between employees and the organization (Raju & Srivastava, 1994). Transformational leadership is associated with multiple outcomes through interactional justice. Organizational commitment is an important outcome, as research has shown important consequences for organizations and their employees, because committed employees contribute to productivity and effectiveness at different levels of the organization (Conway & Briner, 2012).

Transformational leadership indirectly affects departmental performance through its influence on organizational commitment by reducing job stress, turnover

intention, and absenteeism, leading to higher quality and productivity (Cohen & Golan, 2007; Mowday et al., 2013). Previous research found that organizational commitment plays a partial mediation between transformational leadership and employee performance (Eliyana et al., 2019; Madjid & Samsudin, 2021). Based on the findings of previous studies, the research hypothesis is as follows:

H4: Transformational leadership has a positive and significant effect on employee performance mediated by organizational commitment

IV. Measurement and Data

4.1. Measurement

The indicators of transformational leadership in this study refer to the opinions of Bass & Avolio (1993), Northouse (2016), Yukl (1999), namely: ideal influence, inspirational motivation, intellectual stimulus, individual considerations. The organizational commitment indicator in this study refers to the opinion of Allen & Meyer (1996) that the form of employee commitment to the organization is divided into 3 parts, namely: affective commitment, continuance commitment, normative commitment. While the employee performance indicators in this study refer to Government Regulation no. 30 of 2019 concerning Civil Servants Performance Evaluation that the performance measurement of civil servants includes aspects of: a) quantity, b) quality, c) time, d) costs, e) service orientation, f) work initiatives, g) cooperation.

4.2. Data

The population in this study were all echelon III & IV employees at Halu Oleo University, totaling 95 people. Because the population is only 95 people, the sample size is determined using a census/saturation technique or the entire population is used as a sample, thus the research sample is 95 respondents. Determination of the sample using the Slovin formula with a precision of 5%. Thus the number of research samples 95 respondents. Data collection using a questionnaire, the type of answer choices with intervals 1 to 5, value 1 equals disagree, value 2 equals disagree, value 3 equals enough, value 4 equals agree and value 5 equals strongly agree.

V. Result

5.1. Descriptive statistics

Descriptive analysis displays the average value (mean), maximum value, minimum value and standard deviation of each indicator used. The descriptive statistical values listed in table 1 show that all indicators obtain a mean value greater than the standard deviation. This shows that the current mean value shows a good representation of the entire data.

Table1: statistic description

	Mean	Median	Min	Max	Standard Deviation
X1.1 <- Transformational Leadership	4.21	4.33	2.67	5.00	0.55
X1.2 <- Transformational Leadership	4.19	4.00	3.33	5.00	0.45
X1.3 <- Transformational Leadership	4.23	4.33	3.00	5.00	0.50
X1.4 <- Transformational Leadership	4.10	4.00	2.67	5.00	0.52
Y1.1 <- Organizational Commitment	4.46	4.00	3.33	5.00	0.45
Y1.2 <- Organizational Commitment	3.91	4.00	2.00	5.00	0.61
Y1.3 <- Organizational Commitment	4.22	4.00	3.00	5.00	0.48
Y2.1 <- Employee Performance	4.34	4.00	3.00	5.00	0.57
Y2.2 <- Employee Performance	4.10	4.00	3.00	5.00	0.51
Y2.3 <- Employee Performance	4.17	4.00	3.00	5.00	0.57
Y2.4 <- Employee Performance	3.65	4.00	2.00	5.00	0.65
Y2.5 <- Employee Performance	4.45	5.00	3.00	5.00	0.59
Y2.6 <- Employee Performance	4.22	4.00	3.00	5.00	0.69
Y2.7 <- Employee Performance	4.46	4.00	3.00	5.00	0.53
Y2.8 <- Employee Performance	4.36	4.00	3.00	5.00	0.61
Y2.9 <- Employee Performance	4.18	4.00	2.00	5.00	0.63

5.2. Inferential Statistics

The outer loading values as presented in table 2 show that all indicators have p-values smaller than 0.05, so all indicators are able to reflect their variables.

Table2: Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Transformational Leadership	0.654	0.652	0.073	8.935	0.000
X1.2 <- Transformational Leadership	0.711	0.699	0.078	9.098	0.000
X1.3 <- Transformational Leadership	0.868	0.871	0.024	35.661	0.000
X1.4 <- Transformational Leadership	0.837	0.837	0.031	27.307	0.000
Y1.1 <- Organizational Commitment	0.838	0.842	0.028	30.415	0.000
Y1.2 <- Organizational Commitment	0.759	0.751	0.062	12.214	0.000
Y1.3 <- Organizational Commitment	0.858	0.856	0.033	25.720	0.000
Y2.1 <- Employee Performance	0.698	0.696	0.070	10.009	0.000
Y2.2 <- Employee Performance	0.735	0.737	0.053	13.974	0.000
Y2.3 <- Employee Performance	0.744	0.744	0.049	15.144	0.000
Y2.4 <- Employee Performance	0.407	0.407	0.101	4.033	0.000
Y2.5 <- Employee Performance	0.820	0.818	0.041	20.216	0.000
Y2.6 <- Employee Performance	0.434	0.432	0.106	4.110	0.000
Y2.7 <- Employee Performance	0.810	0.813	0.041	19.694	0.000
Y2.8 <- Employee Performance	0.850	0.848	0.037	22.740	0.000
Y2.9 <- Employee Performance	0.694	0.696	0.055	12.725	0.000

Table 3 shows that the contribution of the transformational leadership variable to organizational commitment is 0.294 or is classified as weak. The variable contribution of transformational leadership and organizational commitment to employee performance is 0.617 which is classified as moderate. While the Q-Square values are 0.177 and 0.265 which reflect that the power of the sample in predicting the research variables is moderate, because the values are between 0.15 - 0.35.

Table 3: R-Square

	R Square	Q Square
Organizational commitment	0.294	0.177
Employee Performance	0.617	0.265

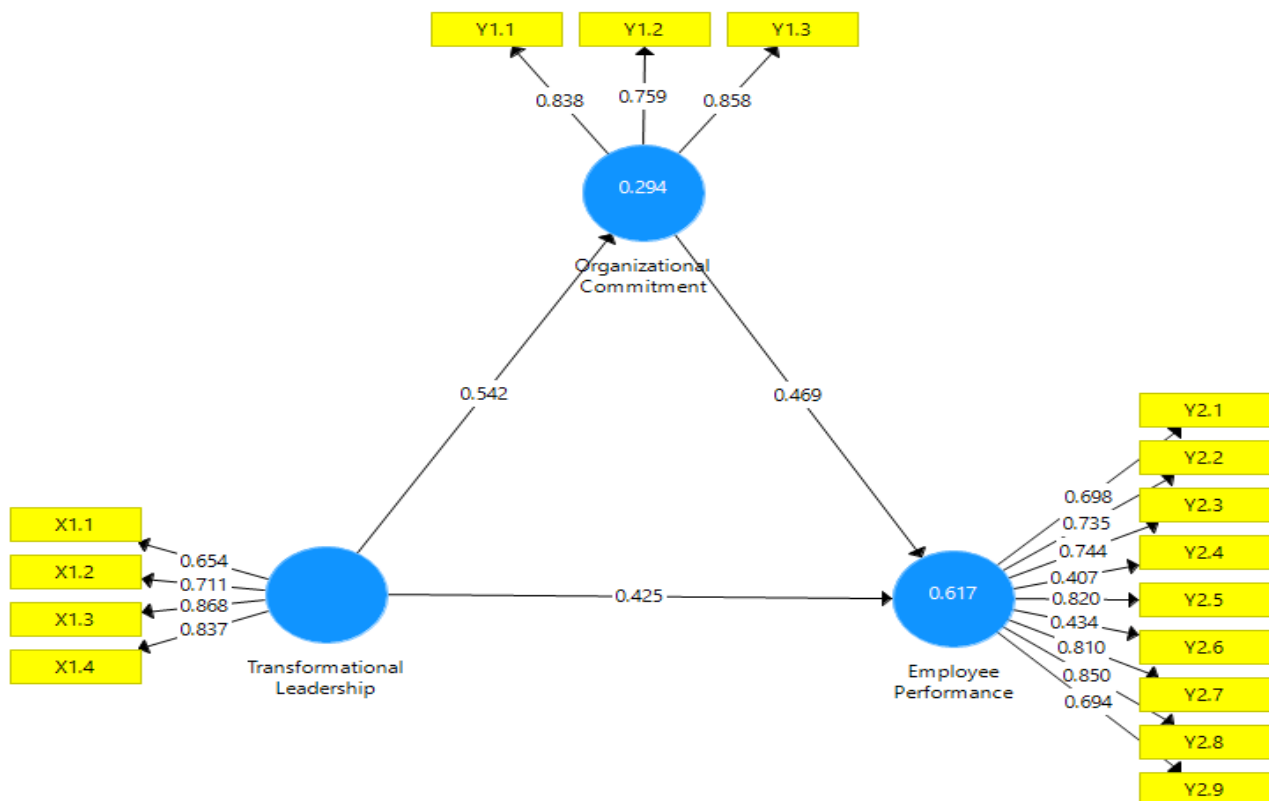
The path coefficient values as presented in table 4 show that the direct influence, namely: transformational leadership on employee performance, organizational commitment to employee performance, and organizational commitment to employee performance has a Likewise, the indirect effect of transformational leadership on employee performance is mediated by organizational commitment, which has a p-value smaller than 0.05, so it is significant. Thus, the mediating nature of the organizational commitment variable is partial

mediation.positive original sample value and each p-value is smaller than 0.05 then declared significant.

Table 4: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment -> Employee Performance	0.469	0.476	0.070	6.665	0.000
Transformational Leadership -> Employee Performance	0.425	0.426	0.075	5.660	0.000
Transformational Leadership -> Organizational Commitment	0.542	0.550	0.058	9.309	0.000
Transformational Leadership -> Organizational Commitment -> Employee Performance	0.254	0.262	0.047	5.392	0.000

Figure1: Structural Model



VI. Discussion

The coefficient value of the transformational leadership path on employee performance is 0.425 and the p-value is 0.000, it is stated that it has a positive and significant effect. This shows that transformational leaders will encourage their followers to fulfill their own interests, set high performance standards, and

also provide feedback, and help followers to be more creative and innovative, and pay attention to the needs of followers. The results of this study are supported by the findings of previous studies that transformational leadership has a positive and significant effect on employee performance (Bass & Avolio, 1993; Buil et al., 2019; Kalsoom et al., 2018).

The path coefficient value of organizational commitment to employee performance is 0.469 and the p-value is 0.000, it is stated that it has a positive and significant effect. This shows that employees who have the desire to survive become employees in an organization then it will complete its tasks properly so that its performance increases. The results of this research are supported by previous research that organizational commitment has a positive and significant effect on employee performance (Eliyana et al., 2019; Fathia et al., 2018; Rivai, 2017).

The coefficient value of the transformational leadership path to organizational commitment is 0.469 and the p-value is 0.000 or has a positive and significant effect. This shows that transformational leaders support the self-development of team members and encourage employees to reach their full potential. This creates a stronger sense of loyalty and commitment as employees feel empowered and valued. The results of this study are supported by previous research that transformational leadership has a positive and significant effect on organizational commitment (Mishra & Upadhyay, 2022; Park et al., 2022).

The path coefficient value of transformational leadership on employee performance is mediated by organizational commitment of 0.254 and a p-value of 0.000, it is stated that it has a positive and significant effect. This indicates that transformational leadership that is inspiring, guides, and pays attention to employees can increase employee commitment to the organization. When employees feel connected to organizational values, employees tend to be more committed to making the maximum contribution to the tasks being carried out so that their performance increases.

VII. Conclusion

This research was conducted at Halu Oleo University, with the research subjects being educational staff who had structural and functional positions. The purpose of this study was to determine the effect of transformational leadership on employee performance mediated by organizational commitment. The results of the study show that

transformational leadership has a positive and significant effect on organizational commitment and employee performance. Transformational leadership has a positive and significant effect on organizational commitment. Organizational commitment also plays a role in partially mediating between transformational leadership and employee performance. This shows that inspirational transformational leadership, guiding and caring for employees creates a stronger sense of loyalty and commitment because employees feel empowered and valued so that employees are committed to carrying out their duties to the fullest, thereby increasing employee performance.

References:

- Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The Influence of organizational commitment on Omani public employees' work performance. *International Review of Management and Marketing*, 7(2), 151–160.
- Allen, N. J., & Meyer, J. P. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 49(3), 252–276. <https://doi.org/https://doi.org/10.1006/jvbe.1996.0043>
- Andrews, D. R., & Dziegielewski, S. F. (2005). The nurse manager: job satisfaction, the nursing shortage and retention. *Journal of Nursing Management*, 13(4), 286–295.
- Appelbaum, S. H., Louis, D., Makarenko, D., Saluja, J., Meleshko, O., & Kulbashian, S. (2013). Participation in decision making: a case study of job satisfaction and commitment (part one). *Industrial and Commercial Training*, 45(4), 222–229.
- Armstrong, S. (2012). Armstrong's handbook of human resource management practice. In Armstrong's handbook of human resource management practice (11th ed.). British Library Cataloguing-in-Publication Data.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *Leadership Quarterly*, 15(6), 801–823. <https://doi.org/10.1016/j.leaqua.2004.09.003>
- Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, 112–121.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32–40.
- Beer, M., Spector, B. A., Lawrence, P. R., Mills, D. Q., & Walton, R. E. (1984). *Managing human assets*. Simon and Schuster.
- Bernardin, R., & Russell, J. E. A. (1998). *Human Resource Management*. Singapore. McGraw-Hill Book Co. â.
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward

- understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554–571.
- Bryman, A., Gillingwater, D., & McGuinness, I. (1992). Leadership and organisational transformation. *Management Research News*.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75.
- Burns, J. M. (1978). *Leadership*. HarperCollins.
- Cahyono, Y., Novitasari, D., Sihotang, M., Aman, M., Fahlevi, M., Nadeak, M., Siahaan, M., Asbari, M., & Purwanto, A. (2020). The effect of transformational leadership dimensions on job satisfaction and organizational commitment: case studies in private university Lecturers. *Solid State Technology*, 63(1s), 158–184.
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14, 389–405.
- Cho, Y., Shin, M., Billing, T. K., & Bhagat, R. S. (2019). Transformational leadership, transactional leadership, and affective organizational commitment: a closer look at their relationships in two distinct national contexts. *Asian Business & Management*, 18, 187–210.
- Chua, J., Basit, A., & Hassan, Z. (2018). Leadership Style and its Impact on Employee Performance. *International Journal of Accounting & Business Management*, 6(1), 80–94. <https://doi.org/10.24924/ijabm/2018.04/v6.iss1.80.94>
- Cohen, A., & Golan, R. (2007). Predicting absenteeism and turnover intentions by past absenteeism and work attitudes: An empirical examination of female employees in long term nursing care facilities. *Career Development International*, 12(5), 416–432.
- Conway, N., & Briner, R. B. (2012). Investigating the effect of collective organizational commitment on unit-level performance and absence. *Journal of Occupational and Organizational Psychology*, 85(3), 472–486.
- Dai, X. (2013). The “compliance gap” and the efficacy of international human rights institutions. In *The persistent power of human rights: From commitment to compliance* (pp. 85–102). Cambridge University Press.
- Dirani, K. M. (2009). Measuring the learning organization culture, organizational commitment and job satisfaction in the lebanese banking sector. *Human Resource Development International*, 12(2), 189–208. <https://doi.org/10.1080/13678860902764118>
- Eliyana, A., Ma’arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>

- Fathia, M., Suharto, & Sodikin, A. (2018). Effect of leadership and discipline on employee performance through employee organization commitment Bank Jabar Banten (BJB). *International Journal of Multidisciplinary Research and Development*, 5(2), 130–139.
- Gibson, J., Ivancevich, J., & Konopaske, R. (2011). *Organizations: Behavior, structure, processes*. McGraw-Hill Higher Education.
- Guest, D. E. (1991). Personnel Management: The End of Orthodoxy? *British Journal of Industrial Relations*, 29(2), 149–175. <https://doi.org/10.1111/j.1467-8543.1991.tb00235.x>
- Hanaysha, J. R., Khalid, K., Mat, N. K., Sarassina, F., Rahman, M. Y., & Zakaria, A. S. (2012). Transformational leadership and job satisfaction. *American Journal of Economics*, 2(4), 145–148.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755.
- Kalsoom, Z., Khan, M. A., & Zubair, D. S. S. (2018). Impact of transactional leadership and transformational leadership on employee performance: A case of FMCG industry of Pakistan. *Industrial Engineering Letters*, 8(3), 23–30.
- Kevin Kelloway, E., Barling, J., Kelley, E., Comtois, J., & Gatien, B. (2003). Remote transformational leadership. *Leadership & Organization Development Journal*, 24(3), 163–171.
- Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, 15(2), 164–184.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the Academy of Marketing Science*, 29(2), 115–134.
- Madjid, A., & Samsudin, M. (2021). Impact of achievement motivation and transformational leadership on teacher performance mediated by organizational commitment. *Educational Sciences: Theory & Practice*, 21(3), 107–119.
- Marsoit, P., Sendow, G., Rumokoy, F., Manajemen, J., Sam, U., & Manado, R. (2017). Pengaruh Pelatihan, Disiplin Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pt. Asuransi Jasa Indonesia. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(3). <https://doi.org/10.35794/emba.v5i3.18393>
- Mathis, R. L., & Jackson, J. H. (2004). *Human Resource Management*, Singapore. Thomson Asia Pte. Ltd.
- Metin, K., & Asli, K. (2018). The relationship between organizational commitment and work performance: A case of industrial enterprises. *Journal of Economic and Social Development (JESD)*, 5(1), 46–50.
- Meyer, J. P., & Allen, N. J. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior*, 49(3), 252–

276. <http://www.ncbi.nlm.nih.gov/pubmed/8980084>
- Mishra, A. K., & Upadhyay, R. K. (2022). Transformational leadership and organizational commitment: A higher educational institutions perspective. *Vision*, 09722629221096056.
- Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision*, 53(5), 894–910.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). Employee—organization linkages: The psychology of commitment, absenteeism, and turnover. Academic press.
- Northouse, P. G. (2016). Leadership: Theory and practice. In SAGE Publications (Vol. 24, Issue 2). [https://doi.org/10.1016/s0099-1333\(98\)90189-6](https://doi.org/10.1016/s0099-1333(98)90189-6)
- Park, J., Han, S. J., Kim, J., & Kim, W. (2022). Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), 920–936.
- PIETERSE, A. N., VAN KNIPPENBERG, D., SCHIPPERS, M., & STAM, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31(4), 609–623. <http://www.jstor.org/stable/41683931>
- Raju, P. M., & Srivastava, R. C. (1994). Factors Contributing to Commitment to the Teaching Profession. *International Journal of Educational Management*, 8(5), 7–13. <https://doi.org/10.1108/09513549410065684>
- Renyut, B., Modding, H. B., Bima, J., & Sukmawati, S. (2017). The effect of organizational commitment, competence on Job satisfaction and employees performance in Maluku Governor's Office. 19(11), 18–29. <https://doi.org/10.31227/osf.io/hnwdt>
- Rivai, A. (2017). Personnel Performance Analysis : Leadership , Work Discipline and Organizational Commitment (A study of KODAM Transportation Unit Personnel I / Bukit Barisan). *Saudi Journal of Business and Management Studies*, 2(11), 957–966. <https://doi.org/10.21276/sjbms.2017.2.11.2>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*, Seventeenth Edition, Global Edition. Pearson Education Limited, 747.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2018). *Organizational Behavior* 16e. Pearson.
- Sadler, J. Z. (1996). Epistemic value commitments in the debate over categorical vs. dimensional personality diagnosis. *Philosophy, Psychiatry, & Psychology*, 3(3), 203–222.
- Salancik, G. R. (1977). Commitment is too easy! *Organizational Dynamics*, 6(1), 62–80.
- Stum, D. L. (1999). Workforce commitment: Strategies for the new work order. *Strategy & Leadership*, 27(1), 4–7.
- Terglav, K., Konečnik Ruzzier, M., & Kaše, R. (2016). Internal branding

- process: Exploring the role of mediators in top management's leadership-commitment relationship. *International Journal of Hospitality Management*, 54, 1–11.
<https://doi.org/10.1016/j.ijhm.2015.12.007>
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11, 314.
- Tichy, N. M., & Devanna, M. A. (1986). The transformational leader. *Training & Development Journal*.
- Wallace, E., de Chernatony, L., & Buil, I. (2013). Building bank brands: How leadership behavior influences employee commitment. *Journal of Business Research*, 66(2), 165–171.
- Wood, S., & De Menezes, L. M. (2011). High involvement management, high-performance work systems and well-being. *The International Journal of Human Resource Management*, 22(07), 1586–1610.
- Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6–24.
<https://doi.org/10.1108/02683940010305270>
- Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, 10(2), 285–305.