

# The Influence of Transformationale Leadership and Organizational Commitments on Employee Performance in Uptd Samsat Padang

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## ABSTRACT

The intent of this study is to know the influence of transformational leadership and organizational commitment to the performance of employee in the Technical Implementation Unit of the Office ( UPTD) One Roof One-Stop Administration System ( SAMSAT) Padang. This research uses quantitative methods. The population of this research is all employee and honorary employees in UPTD SAMSAT Padang. This study used total sampling techniques with a sample of 55 respondents. The research tools to collect data in this study is form of questionnaires compiled using likert scale. The instrument to collect data in this research is in the form of questionnaires compiled using likert scale. To obtain a valid and reliable instrument is carried out a validity test and reliability test. The analysis technique used is multiple regression analysis. The output of the analysis indicate : (1) There is a good and significant influence of transformationale leadership on the performance of employee in UPTD SAMSAT Padang. (2) There is a good and significant influence of organizational commitment to the performance of employee in UPTD SAMSAT Padang. (3) There is a good reaction and significant reaction of transformationale leadership and organizational commitment to the performance of employee in UPTD SAMSAT Padang.

**Keywords:** *Transformational Leadership, Organizational Commitment, Performance*

## 1. INTRODUCTION

One of factors how the economic growth of a country is impact with human resources , therefore the government must prepare quality Human Resources both in the public and private sectors in order to compete. In running the government, the state is assisted by various government organizations. A good organization has qualified human resources and is strongly committed to the purposes of that organization. In organization, human resource is very imprtant, because of this the management always efforts to improve employee performance, because the success to achieve the goals and survival of the organizatione depends on the quality of human resource performance in it.

[1] The performance influenced by 3 factors . The first factor that influences it is individual factors ranging from education level, ability, skills, social level, demographics and also family background. Psychological factors, ranging from

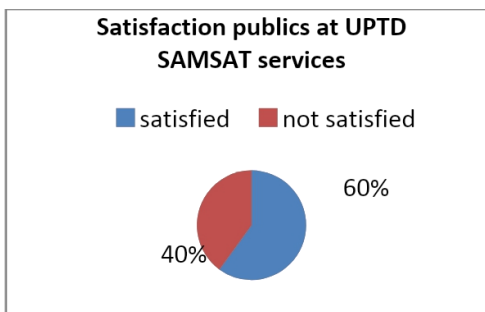
job satisfaction, motivation, perception, role and personality as the second factor. The last factor is organizational factor, starting from leadership, organizational structure, job design and recognition system.

The Technical Implementation Unit of the Office ( UPTD) One Roof One-Stop Administration System ( SAMSAT) Padang next called UPTD SAMSAT Padang is an administrative system formed to facilitate the service of public interest whose activities are held in one building.

In order to achieve service user satisfaction, uptd Samsat Padang must improve the quality of service to the community by evaluating performance and adapting to environmental changes. Because at this time the world is experiencing the COVID 19 virus pandemic, which causes changes in work patterns and lifestyles of the surrounding community. With these changes, it can cause inconvenience to the community as service users, due to changing work patterns and the still uneven view of the new lifestyle changes implemented by the government. Therefore, UPTD SAMSAT Padang must

improve the quality of human resources and strengthen the commitment so that the wishes of the organization can be achieved and the creation of service user satisfaction.

The author assumes that the performance of UPTD SAMSAT Padang employees is influenced by psychological factors such as work commitment and organizational factors such as leadership style. In this study, the author also got information directly or indirectly from some people who have used services in uptd Samsat Padang, in this information there are still people who are not satisfied with the service in UPTD SAMSAT Padang.



**Figure 1** Graph of Community Satisfaction with UPTD Samsat Padang Service

From the graph above can describe that there are still people who are not satisfied with the services in UPTD SAMSAT Padang, the author obtained this data through direct or indirect interviews to taxpayers who use services in the SAMSAT Padang UPTD as many as 30 people.

Based on the background, this research is titled "The Influence of Transformationale Leadership and Organizational Commitment to The Performance of UPTD SAMSAT Padang Employee"

[2]Work performance obtained from employees in accordance with the practice in the company through real actions or behavior in everyday life is what is meant by performance. [3]"Employee thinking is a function of interaction of abilities, motivations, and opportunities". The interaction function of ability, motivation, and opportunity for achievement is the definition of performance.

[4]"The result of a job in a certain time is performance". [5] "The work of an employee seen from the quality and quantity in carrying out his duties in accordance with the responsibilities given is the

definition of performance". [6] That performance is as a level of achievement of results. [7]said that performance is related to the operation, program activities and mission of the organization. [8] said that performance is a quality behavior that is oriented towards tasks and work.

[9] The result of a work from a person or group that is carried out in accordance with the authority and responsibility to achieve legitimate organizational goals and does not violate the law and is also in accordance with morals and ethics is performance.

[2] "Work performance that is generated as a real behavior that is displayed by everyone in accordance with what is applied in the company is a performance".

[10], Performance is comparison between the standards that have been determined with the work achieved by employees. It can also be concluded that performance means a person's achievement in terms of quality and quantity in accordance with the mandate and responsibilities given. One of the factors that affect performance is education because it can provide broader insight to take initiative and innovate.

[11]expressed the opinion of some experts on performance conceptualized with different formulations of defenisi as follows. [12]the function of motivation is performance, proficiency and perception of the role. [12] define performance as recording results obtained from certain work or activity functions over a period of time. According to Handoko performance as a process where the organization evaluates and assesses employees' work performance.

Another opinion [1]ability and motivation in carrying out one's work. interaction ability and motivation to determine the implementation of the work which is meant by performance.

Of the many leadership styles, transactional leadership uses the principle of exchange while transformational leadership uses the principle of developing employees. n practice, transformational leaders carry out a job or task, each subordinate is evaluated first by the leader to determine their abilities and potential. The leader sees the possibility of the responsibilities and authority of subordinates in the future.

[13] says that the existing differences become a continuum between transactional and transformational, which in the end have different ends. [14] Also argues that in transformational leadership there is a relationship between superiors and subordinates that is more than an exchange or the relationship is already related to the value system. Likewise, by achieving a goal, transformational is able to change all subordinates and change the beliefs and attitudes and personal goals of all subordinates, even exceeding the goals set [15].

Likewise, [15] said that in achieving a goal, transformational leadership is able to change the value system of its subordinates to develop charisma which is one of the dimensions of transformational leadership. From this comes the idealistic influence of inspirational motivation, intellectual stimulation and individual consideration. [16] say that the idealized influence is the efforts of subordinates to encourage their leaders to be role models.

[17] argues that previously the dimension of influence or ideal vision was called charisma, after much criticism this term was changed. Subordinates believe that the leader has charisma that has a critical aspect with transcendent power, so that subordinates fully trust and do whatever it takes for their leader. This aspect is not shared by everyone and has not been included in the transformational leadership dimension, so this dimension is not appropriately called charisma. Transformational leaders are more focused on far-reaching visions and are able to instill that vision into their subordinates.

[15] That leaders are able to change the views of subordinates with the ideal influence they have and direct what should and is important to achieve in the present and future (vision), leaders also dare to share risks with their subordinates, uphold values, principles, and stances, so that subordinates believe, are loyal, and always respect.

[17] That transformational leadership has the most important dimension, namely ideal influence because it can inspire and motivate subordinates (emotionally) to get rid of personal interests in order to achieve common goals.

[14] That inspirational motivation is closely related to the influence of the ideal. As explained earlier, subordinates focus on a common goal by forgetting the

self-interests inspired by the transformational leader. The act or power to stir up the emotions and power of others can be interpreted as inspiration.

[17] The dimensions of inspirational motivation and idealistic influence have the relationship is so close that it encourages the emergence of a view to unite the two dimensions into one construct. But in this study, these two dimensions are positioned into two different constructs, where the ideal influence has a deeper meaning than inspirational motivation. It can also be interpreted that inspirational motivation is the embodiment or the outer side of the idealistic influence.

[14] That inspirational motivation is a verbal communication or by using symbols as an effort to encourage subordinates to be excited. Subordinates are motivated by the leadership to understand the importance of the organization's vision and mission so that all subordinates are encouraged to have the same vision. Encouraging subordinates to have a shared vision to work together to achieve long-term goals in an optimistic manner. With this, apart from raising the spirit of the individual, the leader also raises the spirit of the team [18].

[17] Argues that in transformational leadership, intellectual stimulation is an important factor and rarely gets attention.

[15] Also argues that behavior that seeks to encourage attention and awareness of subordinates to the problems at hand is called intellectual stimulation. In solving problems, the leader seeks to develop the abilities of subordinates with a new approach or perspective. Intellectual stimulation has an impact on increasing the ability of subordinates in understanding and analyzing problems and also in the quality of solving a problem offered.

[16] In understanding and solving problems, subordinates think to be more creative and innovative this is the principle of intellectual stimulation. Leaders encourage subordinates to abandon old ways or methods and encourage new ideas and solutions. If subordinates have new ideas, the leader will not criticize and criticize. Subordinates are morally boosted by the leadership to dare to innovate.

Fostering and directing innovation and creativity of subordinates is the behavior and function of a leader. The leader understands and pays attention to the potential and abilities possessed by each subordinate which is an individual consideration. Leaders are aware of the different abilities and potentials and needs of each subordinate.

[15] Leaders view subordinates as organizational assets. Therefore, the leader understands the abilities and potential of each subordinate in order to produce the best.

The opinion of experts has said before in research that if the organization can meet the needs and desires of the workers then they will automatically consciously increase the level of commitment that exists in themselves. This opinion is also in accordance [19] who say that there is a good relationship on the job satisfaction variable. If job satisfaction is met such as wages, promotions and leadership attention, organizational commitment will have a good impact.

[3] Defined the Organizational commitment can be defined by the desire of an employee to maintain membership in an organization and like the organization. [20] Explained that organizational commitment is an individual situation that makes himself limited by his actions and through his actions he convinces himself to maintain his activities and involvement in the organization. [21] The commitment is defined as an orientation toward an organization that connects or brings one's identity closer to the organization.

[3] Defines organizational commitment as an attitude that describes an individual's orientation toward the organization and this is demonstrated by loyalty to the organization, identifying itself and engaging in the organization.

[3] Presented the definition of organizational commitment as follows: "the extent to which the organization is liked by employees and the employee's desire to maintain membership in an organization." [22] "The commitment of the organization as a relative force of the individual in identifying his or her involvement into the part of the organization".

[23] "Employees make maximum efforts to achieve organizational goals to maintain them in the organization is part of organizational commitment". Employees who

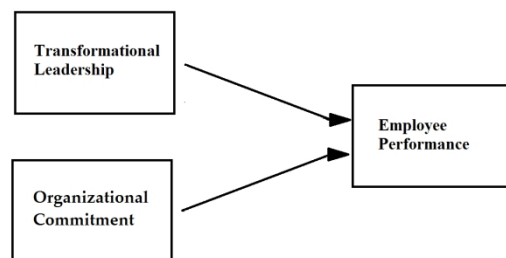
are highly committed will be able to be seen from their work achievements. This is evidenced by the strong desire of employees to engage in organizational activities. Employee involvement in organizational activities reflects the dedication of employees in helping the organization achieve its goals.

[3] The situation in which an employee likes the organization and aims to desire membership in an organization is called employee commitment. Thus, high work involvement means the disasobeying of a person at a specific job while a commitment to a high organization means a focus on the organization that employs him or her.

[22] Employee commitment is Where organizational goals are accepted by employees so that they increase self-confidence and want to live with the organization.

[24] Employee commitment is a relative strength of recognition on engagement from within an individual in a particular organization. Commitment is a person's dedication or devotion to his work and he sees it as a necessity and very important in his life. Commitment reflects the desire of employees to always be involved in activities in their organization.

Based on the theories and descriptions above and to facilitate research and discussion, the researchers presented a scheme or chart that will be used as guidelines in this research. Systemically the research model in this writing is described in conceptual frameworks such as the following figure:



**Figure 2** Conceptual Framework

Based on problem formulation, research objectives, theoretical basis and conceptual framework above, the hypotheses in this study are as follows:

1. Transformationla leadership affects employee performance.

2. Organizational commitment affects employee performance.
3. Transformational leadership and organizational commitment affect employee performance.

**2. METHODS**

This research was conducted at UPTD SAMSAT Padang, West Sumatra, Indonesia on civil servants and honorary employees. The research used quantitative methods, with multiple regression analysis techniques, so that with this method the authors analyzed the significance of the influence of independent variables on endogenous dependents.

The research population is all civil servants and honorary employees in uptd Samsat Padang which amounts to 55 people. In this study the sample was taken using a total sampling technique. Where according to [25]the total sampling technique is a sampling technique where the number of samples is the same as the population.

Samples were taken from a population of 55 people. Data collection techniques in this research use research instruments in the form of questionnaires to collect primary data. To facilitate research, researchers compiled indicators of each variable developed for questions on questionnaires.

**Table 1.** Variable indicator

VARIABLE	INDICATOR
Employee Performance (Y)	1. Quality of Work 2. Quantity of Work 3. Initiatives 4. Cooperation 5. Responsibility
Transformational Leadership (X <sub>1</sub> )	4 Ideal influence 4 Motivational Inspiration 4 Intellectual Stimulation 4 Individual Considerations
Organizational Commitment (X <sub>2</sub> )	3 Affective Commitment 3 Sustainable Commitment 3 Normative Commitment

Questionnaires are compiled using a likert scale. Before the questionnaire is distributed to all samples, validity and reliability tests are carried out first.

Furthermore, before analyzing the data, a prerequisite test of analysis or classical assumption test using normality test and heterosexastisity test is carried out. After that, multiple regression analysis using SPSS 16.0 application and hypothetical test with F test stage, partial t test, and determine determination coefficient with significance  $\alpha = 0.05$ .

**3 RESULTS AND DISCUSSION**

Before using regression analysis is carried out a prerequisite test analysis or classic assumption test that is normality test and heteroskedastisity test. From the normality test obtained the results that the data distributed normally. Then from the heteroskedastisity test obtained the results that each data is free from the assumption of heterosexastisity and worthy of use in research. Of these results are eligible to use multiple regression analysis.

Based on multiple regeresi analysis using SPSS 16.0 application, the results of processing are obtained as follows and presented to the table form for easy understanding.

**Table 2.** Analysis of the influence of tranformasional leadership variables and organizational commitment to employee performance.

Variable	t <sub>count</sub>	Significance
<b>tranformasional leadership (X<sub>1</sub>)</b>	2,679	0,01
<b>organizational commitment (X<sub>2</sub>)</b>	3,230	0,002
F <sub>count</sub> : 16,145		
Sig : 0,000		
Rsquare : 0,383		

Transformational leadership style has a significance value of  $0.01 < 0.05$  and t count of  $2.679 > t$  table of 2.066 means that transformational leadership style has a significant effect on employee performance at UPTD SAMSAT Padang, this means that the first hypothesis is accepted.

Organizational commitment has a significance value of  $0.002 < 0.05$  and t count of  $3.230 > t$  table of 2.066 means that organizational commitment has a significant effect on employee performance at UPTD

SAMSAT Padang, this means that the second hypothesis is accepted.

Simultaneously transformational leadership style and organizational commitment have a significant  $0.000 < 0.05$  and  $F_{count} 16.145 > F_{table} 3.17$  means that transformational leadership style and organizational commitment have an effect on employee performance at UPTD SAMSAT Padang, this means that the third hypothesis is accepted.

R square has a value of 0.383 or equal to 38.3%, hi this shows that the contribution of transformational leadership style influence and organizational commitment to employee performance is 38.3% while 61.7% is the contribution of other variables that are not included in the research variable.

### 3.1 Discussion

Based on the results of multiple regression analysis, partial transformational leadership ( $x_1$ ) to employee performance ( $y$ ) has a significance value of 0.01, where the significance value of  $0.01 < 0.05$ , it can be concluded that transformational leadership ( $x_1$ ) has a positive and significant effect on employee performance ( $y$ ), this means that the first hypothesis is accepted.

[26] has also researched employee performance which is influenced by transformational leadership, work experience and compensation and the results are in line with this research that there is a significant influence between transformational leadership style on employee performance.

[3] States that: Transformational leadership styles have charismatic dimensions, intellectual stimulus, individual connotations, and inspirational motivations. If the leader succeeds in influencing subordinates with his vision, instilling his charisma to motivate and become an inspiration, stimulate intellectuals, creativity and respect for his employees then it is certain that employees will work well, earnestly and loyal to the company so that its performance improves.

Based on the results of multiple regression analysis, partially organizational commitment ( $x_2$ ) to employee performance ( $y$ ) has a value of 0.002, where the significance value of  $0.002 < 0.05$ , it can be concluded that organizational commitment ( $x_2$ ) has a significant

effect on employee performance ( $y$ ), this means that the second hypothesis is accepted.

The results of this study are in line with the results of research in the journal [26] with the title "The Influence of Psychological Contracts and Organizational Commitment to Employee Performance" and concluded that organizational commitment affects employee performance..

The basic capital of high productivity in the company is driven by high employee involvement in work and does not have the desire to leave the company. [27] Also argues and supports that employee performance can be influenced by high employee commitment.

Based on the results of multiple regression analysis, Simultaneously the transformational leadership style and organizational commitment has a significant  $0.000 < 0.05$  and  $F_{hitung} 16.145 > F_{tabel} 3.17$  means that transformational leadership style and organizational commitment simultaneously affect the performance of [1] employees in uptd SAMSAT Padang, this means that the third hypothesis is accepted.

The contribution of transformational leadership style and organizational commitment to employee performance is 38.3% while 61.7% is the contribution of other variables that are not included in the research variable.

## 4 CONCLUSION

Below are the conclusions from the results of the study which consist of the following:

[1] The significance of the influence of transformational leadership on employee performance is  $0.018 < 0.05$ , this indicates a positive influence. And this means that leadership style has a significant effect on employee performance at UPTD SAMSAT Padang. Based on the hypothesis that has been made previously, the hypothesis is accepted.

[2] The significance of the influence of organizational commitment on employee performance is  $0.018 < 0.05$ , this indicates a positive influence. And this means that

organizational commitment has a significant effect on employee performance at UPTD SAMSAT Padang. Based on the hypothesis that has been made previously, the hypothesis is accepted.

3) The significance of the influence of transformational leadership and organizational commitment on employee performance is  $0.000 < 0.05$ , this indicates a positive influence. And this means that transformational leadership and organizational commitment simultaneously have a significant effect on employee performance at UPTD SAMSAT Padang. Based on the hypothesis that has been made previously, the hypothesis is accepted.

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