

Transformational Leadership Effect and Organization Commitment on Performance with Work Satisfaction as a Pns Intermediary Variable in Dharmasraya Regency

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ABSTRACT

This study aims to determine extent to which transformational leadership influences commitment organization, transformational leadership effect on work satisfaction, the effect of organization commitment on work satisfaction, work satisfaction effect on employees performance, transformational leadership effect on work satisfaction, organizational commitment on employee performance and organizational commitment effect on employees performance, transformational leadership effect on employees performance through work satisfaction, organizational commitment effect on employees performance through work satisfaction, transformational leadership effect on work satisfaction through organization commitment, transformational leadership effect on performance through organization commitment. The population in this study were 511 official employees in Dharmasraya Regency. The number of samples was determined using the Slovin formula with the acquisition of a sample of 224 people. Collecting data using a questionnaire with a Likert scale. The data analysis technique used is SEM using SmartPLS analysis.

Keywords: *Transformational Leadership, Organizational Commitment, Job Satisfaction, and Employee Performance.*

1. INTRODUCTION

Human resources are very important in managing and regulating agencies because humans are dynamic, the existence of human resources is a determinant of agency productivity. The abilities and skills possessed by employees are contributions that are needed by the agency. So that the performance of agency human resources must managed properly, in order to make an optimal contribution to the agency.

Sedarmayanti (2020:04) said that the situation of shifting human resources towards digitalization is a form of challenge that needs to be addressed by all parties. This needs to be overcome by improving the performance of human resources, especially in mastering science, technology, communication skills, communicating collaboratively, continuing to learn, and adapting to environmental changes.

This research is a priority for Dharmasraya Regency, one of the districts with very significant developments in Indonesia. Dharmasraya Regency is a division of Sijunjung Regency based on Law Number 38 of 2003. Dharmasraya Regency is known as Rana

cati nan tigo. The implementation of PNS activities is burdened with functions, duties and roles according to the field of staffing and as executor of public services.

Human resources which are the main assets in the agency need to be considered for their satisfaction at work. Employee work goals need to be made, because employees if they feel uncomfortable at work and cannot develop all their potential, it will cause performance to decline. In line with Eliyana's research (2019), one of the factors that influence employee performance is perceived job satisfaction.

Hendri's Research (2019) also found that work satisfaction has positive and significant effect on employee performance. In addition, the ups and downs of employee performance within agency are generally considered as a result of role leadership. The concept of transformational leadership style proposed by Bass (1985) explain that through intellectual stimulation, leader can push subordinates for develop ideas leadership from perspective new. Leaders must be able to create individual perceptions to support agency goals. Transformational leadership pays

attention to subordinates by considering individuals through inspirational and charismatic motivation.

According to Wibowo (2019: 321) path goal theory explains that increasing effort will increase performance and expectations for results will increase. Leader behavior is expected to be acceptable when viewed as a source of satisfaction or paving the way for future satisfaction. According to Rino et. al (2020:82) transformational leaders are leaders who motivate downwards for short-term desires and achievements and goals to realize prosperity, are able to express a clear vision and inspire people to achieve that vision. The transformational leadership style is directly able to transmit high enthusiasm and motivation to subordinates to achieve and achieve higher

Dharmasraya Regency, which is a new district resulting from the division of West Sumatra which has a vision Towards an Independent and Cultured Dharmasraya, requires leadership that is able to direct better changes. Leaders become the central figure of work performance. Leaders are expected to provide motivation, role models, and even influence for all employees in achieving work performance. In running the organization, it takes a leader who can influence employees in achieving agency goals. The existence of a leader with transformational leadership is considered more able to influence employees at work. Research conducted by Atmojo (2012) concluded that transformation has positive and significant effect on employee performance and work satisfaction. According to Eliyana (2019), this is influenced by organization commitment. Organization commitment is the stage where employees identify a particular group with the goals and expectations to maintain status as a member of the group.

According to Yang (2014) organizational commitment can encourage job satisfaction because employees who have high organizational commitment will increase their interest in being involved in organizational activities so that they will provide their own satisfaction at work. Employee involvement in work will encourage job satisfaction so that high satisfaction can create high employee performance as well. According to Eliyana (2019), transformational leadership can affect organizational commitment because a character or charismatic leader will encourage his subordinates to work even harder. Leaders who include employees in decision making, try to listen to their opinions, this encourages commitment to the organization. The growth of organizational commitment will encourage a sense of satisfaction at work. Increasing work goals will encourage the emergence of high performance. So the difference between this study and previous research is that this study adds a variable of organizational commitment which will also affect job satisfaction and employee performance.

2. THEORY

2.1. Transformational leadership

Transformational leadership becomes a change agent that energizes and directs employees to a new set of values and behaviors within the organization. According to Rino (2020: 82) Transformational leadership is identical to a leadership style that can inspire followers to exert special influence beyond personal interests. Meanwhile, according to Buil (2018), transformational leadership is a leadership style that refers to an approach where leaders can motivate their subordinates to identify organizational goals and visions to achieve success that exceeds expectations.

2.2 Organizational Commitment

Wibowo (2019:214) argues that if a person is able to show his loyalty and feels involved in the organization, it can be said he has a high commitment. According to Eliyana (2019), organizational commitment is the stage where employees recognize certain groups with goals and hopes to maintain their status as members of the group. There are 3 indicators of organizational commitment used according to Wibowo's book (2019: 215), namely: 1) Affective commitment, 2) Continuous commitment, 3) Normative commitment.

2.3 Job satisfaction

According to Hasibuan (2018: 202) work satisfaction is an emotional attitude that makes pleasant and loves his work. The attitude is reflected in spirit of work, discipline and work performance. The indicators used to measure job satisfaction refer to the indicators used in the research conducted by Hendri (2019), namely: 1) Individual perception of workload, 2) Salary or wages given, 3) Promotion, 4) Colleagues, 5) Observation or supervision. Wibowo (2019: 131), essentially work satisfaction is the level of one's feelings of pleasure as a positive attitude of the task and work environment. Employees who feel high job satisfaction experience positive feelings when they think about their task or take part in task activities.

2.4 Employee Performance

According to Sedarmayanti (2020:161) employee performance is the achievement of effectiveness on employees or the level of work that is influenced by goals, work design and management, as well as individual characteristics. According to Hendri (2019), employees performance is an individual employee direct statement on the work within a certain period of time in accordance with the authority and responsibility of each employee. The indicators

used in measuring employee performance according to Sedarmayanti (2020:162) are: 1) Quality, 2) Quantity,

3) Timeliness 4) Independence 5) Attendance.

Conceptual framework

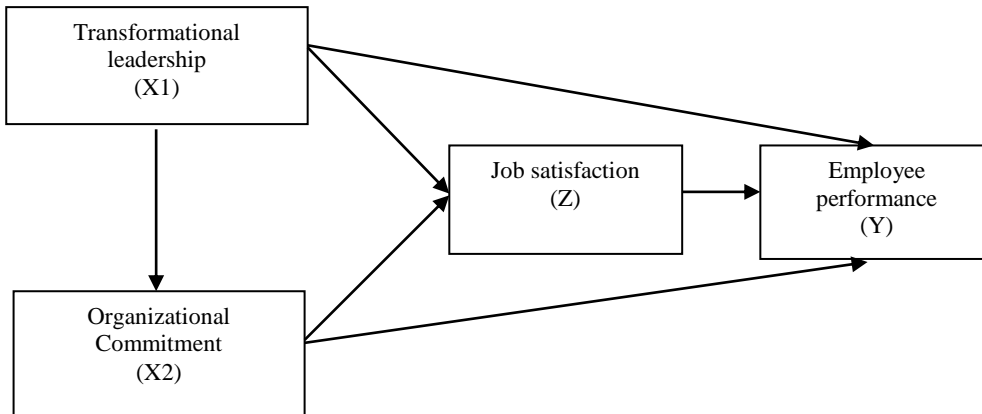


Figure 1. Conceptual Framework

3. METHOD

3.1. Population and sample

Population in this study amounted to 511 employees from Dharmasraya Regency. The sampling method in this study is probability sampling with number of samples determined by the Slovin formula with an error tolerance of 5%. The sample in this study were all civil servants at the Dharmasraya Regency Office, amounting to 224 people.

3.2. Operational definition

3.2.1. Transformational leadership

Transformational leadership is an employee evaluation of leadership style in Dinas in Dharmasraya Regency. This variable can be measured by the four indicators proposed by Bass in the research conducted by Buil (2018), namely: 1) ideal influence, 2) inspirational motivation, 3) intellectual stimulation, 4) individual attention.

3.2.2. Organization Commitment

Organization commitment is a person's determination to bind himself and show his loyalty to the Department in Dharmasraya Regency because he feels involved in organizational activities. Measurement of organizational commitment in this study refers to research conducted by Hendri (2019), namely: 1) Affective Commitment, 2) Continuing Commitment, 3) Normative Commitment

3.2.3 Job satisfaction

Job satisfaction is an employee's attitude or feeling towards aspects of the job. The indicators for measuring job satisfaction in this study refer to the research conducted by Hendri (2019), namely: 1)

Individual perception of workload, 2) Salary or wages given, 3) promotion, 4) co-workers, 5) observation. or supervision.

3.2.4 Performance

Employee performance is the achievement of effectiveness in employees or the level of work that is influenced by goals, work design and management, and individual characteristics. According to Sedarmayanti (2020:163) indicators that can be used to measure employee performance are: 1) Quality, 2) Quantity, 3) Timeliness, 4) Independence, 5) Attendance.

3.3 Data analysis technique

3.3.1 Descriptive Analysis

Descriptive analysis provides an overview in the form of data that will later be processed in statistical testing. The description will later provide assistance in drawing conclusions and providing suggestions.

3.3.2 Data Analysis

Data analysis performed using the partial least square (PLS) method because it is an analytical method that does not rely on many assumptions. For example, data does not need to be large because in this study the sample was limited to 224 respondents. There are two models of PLS SEM, namely the external model and the internal model.

4.RESULTS AND DISCUSSION

4.1. Results

4.1.1. Descriptive analysis techniques

In Table 1. it can be seen that based on gender the most dominant are 134 women (59.8%) and 90 men (40.2%). Based on the most dominant education,

namely S1 as many as 157 people (70.1%). The most dominant length of work was 11-15 years as many as 71 people (31.7%) and based on age the most dominant was 41-45 years as many as 53 people (23.7%).

Table 1. Characteristics of Respondents

respondent	Frequency	percentage
Gender		
Man	90	40.2%
Woman	134	59.8%
Education		
High School/Equivalent	13	5.8%
D3	22	9.8%
S1	157	70.1%
S2	29	12.9%
S3	3	1.3%
Length of work		
0-5 Years	28	12.5%
6-10 Years	57	25.4%
11-15 Years	71	31.7%
>16 Years	68	30.4%
Age		
<30 Years	22	9.8%
30-35 Years	28	12.5%
36- 40 Years	44	19.6%
41- 45 Years	53	23.7%
46-50 Years	40	17.9%
> 50 Years	37	16.5%

Source: Processed Data, 2021

Hypothesis testing using PLS is shown in the following order:

1. Conceptualization model: describes exogenous and endogenous latent variables and their indicators. This study consists of three exogenous latent variables, namely:

transformational leadership, organizational commitment, job satisfaction. And the endogenous latent variable is performance.

2. Convergent Validity and Composite Reliability

Table 2. Composite Realibility Results

Variable	Composite Reliability	Results
Transformational leadership	0.949	Trusted
Organizational Commitment	0.935	Trusted
Job satisfaction	0.961	Trusted
Employee performance	0.946	Trusted

Source: Processed Data, 2021

Table 2. Seen in the table. 2 that the composite reliability value can be relied upon with the value of all constructs above 0.7 or reliable

Table 3. Results of R-Square Analysis

Variable	R-Square
Work satisfaction	0.274
Employees performance	0.500
Organizational Commitment	0.408

Source: Data processed, 2021

Table 3 shown the R-Square of job satisfaction is 0.274, meaning the variables of transformational

leadership and organization commitment explain job satisfaction variable is 27.4%.Furthermore, the performance variable of 0.500 means that transformational leadership, organizational commitment and job satisfaction explain the performance variable by 50%, the remaining 50% is explained by constructions outside the variables studied.

Furthermore, the commitment R-square of 0.408 means that the leadership variable transformational explains organizational commitment by 40.8%, i.e. 59.2% is explained by constructs outside the variables studied.

1. Interpretation of Direct Effect Path Coefficient

The path coefficient shows the magnitude of the direct influence between exogenous variables on endogenous variables. Factorpath can found

inmodel analysis resultsinternal
forsamplefollowing sources:

Table 4. Results of Inner Model Analysis

Hypothesis	Path Coefficient	T statistics	P value
Transformational Leadership -> Organizational Commitment	0.638	11,938	0.000
Transformational Leadership -> Job Satisfaction	0.503	9.275	0.000
Organization Commitment -> Work Satisfaction	0.186	2.272	0.024
Transformational Leadership -> Employees Performance	0.418	7.019	0.000
Organization Commitment -> Employee Performance	0.171	2,048	0.041
Work Satisfaction -> Employee Performance	0.651	8,668	0.000

Source: Processed Data, 2021

a. Direct influence hypothesis

This test was conducted to determine the direct and indirect effects. This test is carried out with the SmartPLS program bootstrap to get relationship between exogenous and endogenous variables. Test direct influence hypothesis is < 0.05 .

1. Influence Interpretation Path Coefficient

The path coefficient shows significant effect of exogenous variable on endogenous variable through the intermediary variable. The path element could look like this in the original example:

Table 4. Calculation of Direct Variable Coefficient

Relationship Variables	Path Coefficient	T statistics	P value
Transformational Leadership -> Organizational Commitment	0.638	11,938	0.000
Transformational Leadership -> Job Satisfaction	0.503	9.275	0.000
Organizational Commitment -> Job Satisfaction	0.186	2.272	0.024
Transformational Leadership-> Employee Performance	0.418	7.019	0.000
Organizational Commitment -> Employee Performance	0.171	2,048	0.041
Job Satisfaction -> Employee Performance	0.651	8,668	0.000

Source: Processed Data, 2021

b. Direct influence hypothesis

Hypothesis test is carried out to determine both direct and indirect effect. This test is carried out with the SmartPLS program bootstrap to get relationship between exogenous and endogenous variables. Test direct influence hypothesis is < 0.05 .

2. No Effect Interpretation Path Coefficient

The path coefficient shows significant effect between exogenous variable on endogenous variable through mediating variables. As in the table below.

Table 5. Indirect Variable Coefficient Calculation

Hypothesis	Path Coefficient	T statistics	P value
Transformational Leadership -> Job Satisfaction -> Employee Performance	0.250	4.290	0.000
Organization Commitment -> Work Satisfaction -> Employee Performance	0.121	2.255	0.025
Transformational Leadership -> Organization Commitment -> Work Satisfaction	0.118	2.256	0.025
Transformational Leadership -> Organization Commitment -> Employees Performance	0.032	0.622	0.534

a. Indirect Effect Hypothesis Test

The indirect effect hypothesis can be accepted if it produces p-values < 0.05 .

5. DISCUSSION

5.1. Transformational Leadership Effect on Organization Commitment

Data analysis shows that transformational leadership has positive and significant effect on organization commitment to service staff in Dharmasraya Regency. The hypothesis in this study is acceptable. The better transformational leadership, the higher organization commitment. Transformational leadership in government agencies is needed in increasing organizational commitment. The results of this data analysis support the opinion of Eliyana (2019) that transformational leadership can affect organizational commitment because charismatic or character will encourage commitment to employees.

5.2. Transformational Leadership Effect on Work Satisfaction

Based on data analysis, transformational leadership known positive and significant effect on work satisfaction. The hypothesis in this study is acceptable. This means that the better the transformational leadership, the higher the job satisfaction. Transformational leadership in government agencies is needed in increasing employee job satisfaction. This research result support previous research conducted by Eliyana (2019) and Atmojo (2012) which concluded transformation has significant effect on job satisfaction. The similarity of the results of previous research shows that transformational leadership is a leader's behavior that can help solve employee problems so that employees will feel happy and satisfied at work.

5.3. The Effect of Organizational Commitment on Job Satisfaction

The results of data analysis in this study indicate that organizational commitment has a positive and significant effect on job satisfaction. This research hypothesis can be accepted. Improved organizational commitment can increase job satisfaction in existing departments in Dharmasraya Regency. Organizational commitment is a strong desire to remain a member of a particular organization, directing efforts at the top level organization. Organizational commitment is an attitude that reflects employee loyalty to organization and is a continuous process where are the members organizations express concern for organization, survival and his well-being. In other words, organizational commitment is a person's interest to keep working, so that it has an impact on job satisfaction result. This study supports previous research by Young (2014) and Adam (2019) that organization commitment has significant effect on

work satisfaction. Organizations where members organization reveal concerns about organization and its survival and well-being. Results of the study concluded an employee must have a commitment to be loyal to the organization so that he will feel pleasure at work.

5.4. Performance Against Employee Performance

The results of data analysis can be seen work satisfaction has positive and significant effect on employees performance. The hypothesis in this study is acceptable. Better job satisfaction can improve employee performance in existing departments in Dharmasraya Regency. Jobs have a positive influence on employees because people who have higher levels of work satisfaction tend to have higher performance. The results of this study support previous research conducted by Eliyana (2019) and Hendri (2019) concluded job satisfaction has significant effect on employee performance. Support from the results of the study concluded that employees who feel happy with their work will like work that is in accordance with their goals.

5.5. The Effect of Transformational Leadership on Employees Performance

Analysis data show that transformational leadership has positive and significant effect on employees performance. This research hypothesis can be accepted. The better transformational leadership, the better employee performance. Transformational leadership in public agency very important for improve the employees performance. The transformational leadership style directly transmits high enthusiasm and motivation to subordinates to achieve and achieve higher. A leader with a transformational type is able to encourage his subordinates to work. Thus encouraging the emergence of good performance. This research results support previous research by Eliyana (2019) and Atmojo (2012) which concluded transformation has significant effect on employees performance. The similarity of the results of previous research shows that transformational leadership is a leader's behavior that can direct his subordinates to have high work morale.

5.6. How Organization Commitment Influence Performance Employee

Analysis data show that attachment organization has a positive and significant effect on employee performance. This research hypothesis can be accepted. The better the organizational commitment the better the Dharmasraya Regency service staff will be which there is. Organizational commitment is a strong desire to remain a member of the certain organization, direct efforts at the

organizational level. Organizational commitment is an attitude that reflects employee loyalty to organization and is a continuous process where the members of organizations express concern for organization, survival and well-being. In other words, organizational commitment is individual interest to do a task which influences employee performance. The results of this study support previous research by Hendri (2019) and Adam (2019) who conclude that organizational commitment has a significant effect on employee performance. Supported by this study, it is concluded that employees must be willing to be loyal to the organization in order to work well.

5.7. The Influence of Transformational Leadership on Employee Performance Through Work Goals

Data analysis shows transformational leadership has a positive and significant effect on job satisfaction. The hypothesis in this study is acceptable. The better the transformational leadership, the better the job satisfaction so that employee performance will also be better. The transformational leadership style is directly capable of transmitting high enthusiasm and motivation to subordinates for achievement and achievement. A leader with a transformational type is able to encourage his subordinates to work. Then the leader can create job satisfaction for his subordinates so that employee performance becomes better.

5.8. The Effect of Commitment on Employee Performance Through Work Goals

Data analysis shows organizational commitment has a positive and significant effect on employee performance through work satisfaction. The hypothesis in this study is acceptable. This explains that the organizational commitment variable can increase job satisfaction so as to help improve employee performance at the Dharmasraya District office. Organizational commitment is a strong desire to remain a member of a particular organization that drives efforts at a level on behalf of the organization. Organizational commitment is an attitude that reflects employees' loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization's survival and well-being.

5.9. Transformational Leadership Effect on Work Goals Through Organizational Commitment

Based on data analysis, it is known that transformational leadership has a positive and significant effect on work satisfaction through organizational commitment. This study hypothesis is acceptable. Transformational leadership works well

because it encourages serious work commitment. This commitment to psychology will encourage work satisfaction. Transformational leadership is a leadership style that provides direction to subordinates to work well so that commitment to the organization will be created by employees. Commitment to creation accompanied by leadership attention will create job satisfaction.

5.10. The Effect of Transformational Leadership on Employee Performance Through Organizational Commitment

Based on the results of data analysis, it can be seen that transformational leadership has a positive and insignificant effect on employee performance through organizational commitment. The hypothesis in this study can be rejected. Transformational leadership has not gone well so it has not been able to influence organizational commitment and employee performance. A leader with a transformational type is able to encourage his subordinates to work where it will encourage commitment to work well in the organization. Thus encouraging the emergence of good performance. So that transformational leadership can encourage the creation of organizational commitment that will result in high performance for its employees.

6. CONCLUSION

1. Transformational leadership has a positive and significant effect on organizational commitment to service employees in Dharmasraya Regency. This means that a leader who is able to provide encouragement and direction to his subordinate tends to be a role model for his subordinate and is able to increase the commitment that exists in official employees in Dharmasraya Regency.
2. Transformational leadership has a positive and significant effect on work satisfaction of service employees in Dharmasraya Regency. It means transformational leadership style directly is able to transmit high enthusiasm and motivation to achieve the agency so that employees feel included in the agency's goals. This is what drives job satisfaction for Department employees in Dharmasraya Regency.
3. Organizational Commitment has a significant positive effect on work satisfaction of service employees in Dharmasraya Regency. This means that the organizational commitment that exists in employees as a reflection of loyalty is able to encourage job satisfaction for service employees in Dharmasraya Regency.
4. has a positive and significant effect on the performance in Dharmasraya Regency. It means work is in accordance with the employee's personal or work with high satisfaction will

improve the performance of the Department of Service employees in Dharmasraya Regency.

5. Transformational leadership has positive and significant effect on the performance of Dinas employees in Dharmasraya Regency. It means transformational leadership is directly able to transmit high enthusiasm and motivation to subordinates to improve employee performance at the Dharmasraya Regency Office.
6. Organization commitment has positive and significant effect on the performance of Dinas employees in Dharmasraya Regency. It means organizational commitment is a person's appearance to keep working so that it can encourage employees at the Dharmasraya Regency Office.
7. Transformational leadership has positive and significant impact on employees performance through work satisfaction of Department employees in Dharmasraya Regency. This means that a leader with a transformational type is able to encourage his subordinates to
8. Organization commitment has positive and significant impact on employee performance through work satisfaction of Department employees in Dharmasraya Regency. It means a pleasant atmosphere in the agency will bring positive experiences for employees so that they can increase the satisfaction of service employees in Dharmasraya Regency.
9. Transformational leadership has positive and significant impact on job satisfaction through organization commitment to service employees in Dharmasraya Regency. This means that transformational leadership is believed to be able to make employees feel valued and ultimately have a strong commitment so that it can increase employee job satisfaction at the Department in Dharmasraya Regency.
10. Transformational leadership style has positive and insignificant impact on employee performance through organization commitment to service employees in Dharmasraya Regency. Without organizational commitment to employees, employees will carry out their duties properly.

AUTHOR'S CONTRIBUTION

First author contributes as researcher and data explorer of the journal, while second author acts as a supervisor.

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