



Evaluating Performance Through Organizational Commitments: Testing Transactional Leadership and Job Satisfaction In The Public Legal Entity Sector

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ABSTRACT

Keywords:

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Transactional Leadership,
Job Satisfaction.

This study aims to examine the effect of transactional leadership style and job satisfaction on employee performance, as well as the mediating contribution of organizational commitment, by using a total sampling technique of 50 employees, then the data analyzed by assisting of SPSS V 26, Mc. Excel, and PLS software 3.3. We found that transactional leadership has a negative but not significant on employee performance, negative and significant on commitment, while job satisfaction has a positive and significant on employee performance and commitment. Organizational commitment has a positive and significant on employee performance. Transactional leadership on employee performance through commitment has a significant negative effect, while job satisfaction on employee performance through commitment has a positive and significant with the total mediation both effects categorized partial mediation.

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1. Introduction

Employee performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and provide higher work performance (Nazir & Islam, 2017), as well as increasing organizational competitiveness is the main goal of every business organization. Most organizations around the world seek to allocate more investment and funds on human resources than on capital structure, because they believe that employees are a significant basis for increasing profits and achieving success (Akpapere et al., 2019). A person's success and performance in a field of work is influenced, among others, by leadership style, level of satisfaction, motivation, and commitment to his work, as well as the company in general (Chua et al., 2018; Jermisittiparsert, 2020). Burhanudin (2020) found that the influence given by the leader has a positive and significant impact on increasing employee performance. Then, Syafi and Sarwoko (2018) found that transactional leadership has a positive and significant effect on increasing employee performance. Ahmad et al. (2015) stated that employee performance was significantly influenced by their commitment. That is, when employees intend to stay for a long time, they tend to improve their performance on work tasks. Employee organizational commitment will be achieved if the leader can account for his role, and also provides work needs and facilities that make employees feel comfortable and motivated (Adhan et al., 2019; Suryanto & Prihatiningsih, 2016). Ma'rufi and Anam (2019) have found factors that greatly impact and greatly influence organizational commitment, two of which are employee job satisfaction and leadership style applied to an agency or company, job satisfaction creates harmonization of relationships (Bentley et al., 2013), while the leadership style provides clarity of work and creates a strong impetus for subordinates (Nolan-Arañez & Ludvik, 2018).

Several studies have tested how high the level of certainty provided by employees who are committed to a company will have an impact on creativity, productivity, and consistency in their best performance



(Abouraia & Othman, 2017; Adhan et al., 2019; Ahmad et al. al., 2015; Herschell et al., 2020; Hidayati, 2014). Research by Adhan et al. (2019), found a significant mediating role of organizational commitment on the relationship between job satisfaction and employee performance. However, Arifin et al. (2020) did not find anything similar, where the role of organizational commitment as a mediator did not significantly affect the relationship between job satisfaction and employee performance. Companies that guarantee job satisfaction for the employees, and the transactional leadership style with job clarity, recognition, and rewards will strengthen their commitment (Toh et al., 2019). Then, that commitment will have a positive effect on improving the overall performance of employees, and strengthen the influence of leaders and managements in convincing employees to the company's real goals (Chua et al., 2018). Yeh and Hong (2018) found that leadership style is partially mediated by organizational commitment to employee performance. These findings state that the appropriate implementation of leadership styles in an organization has increased employee commitment which has an impact on increasing their performance and productivity (Yeh & Hong, 2018).

Based on the background of the problems, objectives, theoretical basis and literature reviews of previous research, the following framework is formulated:

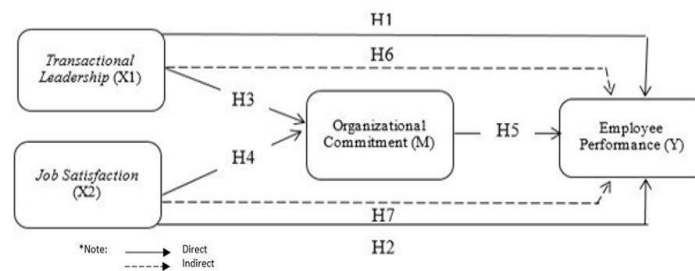


Figure 1. Conceptual Framework

2. Method

This study was conducted at one of the public legal entity, adopted an explanatory type with a quantitative approach, and used a total sampling technique. Totals of 50 employees have responded to the online questionnaire given in the form of a Likert scale of 1-5 (Sekaran & Bougie, 2016). After that, the data was analyzed using the PLS software version 3.3 for testing algorithms and bootstrapping (Hult et al., 2015), while descriptive tests were carried out separately using SPSS software version 26 which was then followed by Microsoft Excel to find the total respondents achievements in each. each of the proposed indicators, and then averaged per variable (Sugiyono, 2010).

3. Result and Discussion

3.1 Respondent Identity

The classification of respondents in this study aims to clearly identify the participant data:

Tabel 1. Participant Identity

Characteristic	Amount	%	Characteristic	Amount	%
Gender			Marital Status		
Male	39	78%	Married	35	70%
Female	11	22%	Single	15	30%
Ages			number of child		
20-30 Years	15	30%	None	21	42%
31-40 Years	32	64%	1-2 Persons	25	50%
>40 Years	3	6%	3-4 Persons	4	8%

Characteristic	Amount	%	Characteristic	Amount	%
Education			Monthly Income		
Diploma III	5	10%	Rp 5-10 Million	21	42%
Bachelor (S1)	43	86%	Rp 10-20 Million	26	52%
Master (S2)	2	4%	Rp >20 Million	3	6%
Length of work			Job Position		
1-5 Years	23	46%	Staff	47	94%
5-10 Years	22	44%	Supervisor	2	4%
>10 Years	5	10%	Manager	1	2%
			Place of origin		
*Note: n = 50 / Permanet Employees			West Sumatera	32	64%
			Riau	5	10%
			Jambi	3	6%
			Etc	10	20%

Research respondents were dominated by employees from West Sumatra Province as much as 64%, Riau 10%, Jambi 3%, and 20% of them came from other provinces that were not included in the three provinces mentioned earlier. The education of employees who participated in this study were 86% from Bachelor degree (S1), 10% from Diploma degree, and 4% from Masters (S2). The majority of respondents were staff, namely 94%, supervisory positions 4%, and in manager positions as many as 1 person or 2% of the total respondents, with incomes in the range: 42% for IDR 5-10 million, 52% for IDR 10-20 million, and 6% have income above 20 million.

3.2 Descriptive Analysis

Descriptive analysis aims to measure the overall response of participants to the instruments in a research variable proposed in the research questionnaire (Sekaran & Bougie, 2016). The justification criteria refer to the levels set by Sugiyono (2010), as follows: 81%-100% = very high, 61%-80% = High, 41%-60% = Medium, 21%-40% = Low, and 0%-20% = Very Low.

Tabel 2.
Descriptive Analysis

Variable	Mean	TPR (%)	Classification
Employee Performance	4,42	89%	Very high
Organizational Commitment	4,24	85%	Very high
Transactional Leadership	3,13	62%	High
Job Satisfaction	3,47	69%	High

Employee performance (89%) means that employees feel they have worked according to company expectations, and have performed their duties to the best of their ability. Organizational commitment (85%), responses related to this variable are interpreted as an employee's feeling to maintain his relationship with the company is classified as high, and the employee has loyalty to keep working. Variables of employee performance and organizational commitment are included in the very high response category. In transactional leadership (62%), we interpret the value of this respondent's response as not optimal implementation, the leader's role in directing employees is questioned, and also how much is appreciated by their leaders for their work achievements. Job satisfaction (69%) indicates that employees' low response to what they receive from the company. The total responses we found indicated the necessary improvement in employee job satisfaction in order to remain at a level of prosperity and comfortability for employees in their work. In relation to the explanation regarding these two variables, they are still included in the high response category.

3.3 Validity and Reliability

This study conducted a validity test with reference to two methods, convergent validity and discriminant validity. Convergent validity requirements can be seen from the AVE value on the variable must be 0.5 (Hair et al., 2010). Discriminant validity testing refers to the criteria of Fornell and Larcker

(Fornell & Larcker, 1981; Hair et al., 2010). While in the reliability test, the requirements set are the composite reliability value and Cronbach alpha 0.7 (Hair et al., 2010). In the R-square, the justification refers to the classification that the R-square value > 64% is interpreted as a very good model, < 67% - 33% is interpreted as a good/moderate model, while < 33% the model is interpreted as weak (Hair et al., 2010).

Tabel 3.
Validitas, Reliabilitas, R-Square

Variable	CA	CR	AVE	R-Square
Employee Performance	0,886	0,915	0,645	0,439
Organizational Commitment	0,864	0,906	0,707	0,200
Transactional Leadership	0,774	0,859	0,609	
Job Satisfaction	0,922	0,933	0,563	

***Note:** CA= Cronbach Alpha, CR= Composite Reliability, AVE= Average Variance Extracted

Table 3 shows the results that each variable has met the prerequisites for the model test, with the highest Cronbach alpha and composite reliability values is job satisfaction, while the highest AVE value is in the organizational commitment variable. The R-square value means that if there is a problem and to improve employee performance, 43.9% is influenced by job satisfaction and transactional leadership, and it is necessary to evaluate these variables. Then, the increase or decrease in employee commitment to the object of research, 20% is caused by job satisfaction and transactional leadership, while the rest is influenced by other variables not tested in this study.

Tabel 4.
Fornell dan Larcker Criterion

	Employee Performance	Job Satisfaction	Organizational Commitment	Transactional Leadership
Employee Performance	0,803			
Job Satisfaction	0,377	0,750		
Organizational Commitment	0,616	0,336	0,841	
Transactional Leadership	-0,277	0,101	-0,259	0,780

Table 4 of discriminant validity shows that the variables in this study have internal consistency in each of the variables and can show their differences, proved by the value of the intended construct is higher than the value of the previous construct, and each latest construct has a value of 0.7. So that the Fornell and Larcker criteria have been passed because they have met the prerequisites set.

3.4 Hypothesis Results

In the decision of the hypothesis, we refer to Hair et al. (2010) for p-values and t-values for assigning a level of significance, 0.05 p-value, and 1.64 t-values express a significant relationship for one-way analysis, The original sample (o) gives us justification for the relationship positive or negative (Hult et al., 2015). If all the requirements of the hypothesis are met, it will be decided to be supported or not. The results of the hypothesis are shown in Table 5 below.

Tabel 5.
Hypothesis Result

	Original Sample (O)	SD	T Values	P Values	Information
Transactional Leadership -> Employee Performance	-0,172	0,110	1,569	0,059	Not significant
Job Satisfaction -> Employee Performance	0,228	0,111	2,048	0,021	significant
Transactional Leadership -> Organizational Commitment	-0,296	0,123	2,415	0,008	Not significant
Job Satisfaction -> Organizational Commitment	0,366	0,148	2,464	0,007	significant

	Original Sample (O)	SD	T Values	P Values	Information
Komitmen Organisasi -> Employee Performance	0,495	0,117	4,218	0,000	significant
Transactional Leadership -> Organizational Commitment -> Employee Performance	-0,147	0,074	1,978	0,024	Not significant
Job Satisfaction -> Organizational Commitment -> Employee Performance	0,181	0,088	2,063	0,020	signifikan

***Note:** SD= Standard Deviation, ** One-tail test

Based on table 5, it can be seen that there are direct and indirect effects between variables in this study. Transactional leadership has a negative but not significant effect on employee performance, with a t-statistic value of $1.596 < 1.96$ and a p-value of $0.059 > 0.05$, which means it is not supported. Then, the effect of job satisfaction on employee performance is positive and significant with a t-statistic value of $2.048 > 1.96$, and a p-value of $0.021 < 0.05$, which means it is supported. The direct effect of transactional leadership on organizational commitment has a negative and significant relationship with the original sample value stating a negative number, t-statistic 2.415, and p-value 0.008 which means that it is contradictory and not supported. Furthermore, job satisfaction has a positive and significant effect on organizational commitment, with a t-statistic value of 2.464 and a p-value of $0.007 < 0.05$ and it is stated that it is supported.

In testing the mediator variable on the output variable, this study found a positive and significant effect of organizational commitment on employee performance with a t-statistic value of $4.218 > 1.96$ and a p-value of $0.000 < 0.05$, thus it is stated that it is supported. the indirect effect of transactional leadership on employee performance, when mediated by organizational commitment, was found to have a negative and significant effect with t-statistics exceeding 1.96, namely 1.978 and p-value $0.024 \leq 0.05$, but the opposite direction makes it's not supported. Furthermore, the mediating role of organizational commitment in the relationship between job satisfaction and employee performance significantly contributed, with a t-statistic value of 2.063 and a p-value of $0.020 < 0.05$ in a positive direction, with regard to these results, it was stated to be supported. from the seven hypotheses proposed in this study, there are four hypotheses that are stated to be supported, and three others are stated to be not supported.

3.5 Discussions

This study shows the results of direct and indirect effects between variables. Transactional leadership has a negative impact but not a significant effect on employee performance. These results mean that the implementation of job-oriented transactional leadership and a bossy attitude will reduce employee performance and weaken their commitment. The author analyzes various factors that cause this relationship, such as the indication of passive management in the current leadership, with the respondent's achievement value $> 60\%$ (Appendix B), then the high of descriptive results on almost all elements of employee performance which indicate that employee sacrifices and performances are felt to have fulfilled standard and relatively height (Appendix A). Another thing that underlies this result is that there are still many employees who are not married and do not have children (Table 1). Frese and Fay (2001) said that employees who have children will be more serious in their work because they are afraid of losing their jobs because of their current dependents. Meanwhile, dependents who are not fully owned by relatively young employees will make their commitment difficult to ensure (Lestari & Yuniarto, 2012). Angeline's research (2014) may be able to reinforce these findings that the implementation of transactional leadership encourages employees' intention to leave the company which means that their commitment is low or lost. This is in line with the opinion of Allen and Meyer (1990) which states that employees who are not committed will figure the way out and intend to leave the organization, while committed employees will continue to maintain membership in the organization where they work (Meyer et al., 1993). In addition, we also found the contingent reward dimension to be relatively low, this also explains that employee performance is underappreciated and is only limited to

completing daily work (Appendix B). This finding is in line with the findings of Haq and Kuchinke (2016), transactional leadership indicated to have avoidance behavior and apply passive management has a negative impact on employee performance, meaning that employees will lose their best performance when they have leaders who tend to avoid making decisions, and like to procrastinating in doing something, but still demanding the targets they have set (Asrar-ul-Haq & Kuchinke, 2016). In addition, Chua et al. (2018) also found that when management is indicated passive by exception or the behavior of leaders who often procrastinate, this is proven to demotivate employees which leads to a decrease in their performance (Chua et al., 2018).

Job satisfaction on employee performance has a positive impact and significant effect with a t-value of 2.048 1.64, and p-value 0.021 0.05. And on organizational commitment with a t-value of 2.464, a p-value of 0.007. These results indicate an increase in productivity, creativity, and the desire of employees to stay and feel attached to the company significantly as a result of their level of job satisfaction. We found that compensation, salaries, and benefits received by employees, is the key to the satisfaction that leads them to improve their performance and be more loyal to the company (Appendix D), where the average participant receives a monthly salary and allowance in the range of 10-20 million rupiah, about 52% (Table 1). Ramli (2019) in his research found that compensation has indeed been proven to improve employee performance in a company. Then, the employees felt high pride when they work for the company (Appendix C). According to the author's analysis, employee pride is caused by a long-term contract, which is a safe place to work today in the middle of the working environments and business conditions that demand layoffs in almost all sectors. Chanana (2021) found a significant effect of job satisfaction in a positive relationship proven to increase employee commitment in the company during the current COVID-19 pandemic. This finding is also supported by several previous studies from Adhan et al. (2019); Al-Sada et al. (2017); and Cherif (2020). Thus, job satisfaction is an important factor that offers a positive contribution to employee performance and commitment (Mira et al., 2019).

Basically, the findings of this study are concerned with the valuable compensation that employees receive from their working which has an impact on their commitment and performance. Accordingly, we also found a positive and significant relationship between organizational commitment and employee performance. Nazir and Islam's research (2017) proves that employee commitment has a significant and positive impact on employee performance. The results of this study also support the findings of Hidayat and Graha (2021). Employees think that the company is one of the goals of life where most of them want to spend their careers in the current company. Through organizational commitment, employees continue to improve their ability in teamwork to support more optimal performance (Yuniarti & Saty, 2019) and form a sense of belonging to support each other (Hidayat & Graha, 2021). We assume that the decline in employee productivity, creativity, and performance is caused by the application of a leadership style that is not suitable for the company, because employee performance is calculated based on shared achievements or team targets, not personally. Meanwhile, in the descriptive findings, each employee feels that their performance is in line with the company's expectations, which is proven by almost all indicators included in the very high category (Appendix A). However, this employee feel is not supported by the attitude and behavior of the leader who tends to procrastinate and fixes it if things going to be bad, and actions tend to be slow (Appendix B). Meanwhile, leaders should realize that the majority of their employees are relatively young and there are still many who do not have children, automatically their dependents and burdens tend to be lower than married employees.

Leaders can apply their transactional behavior for different purposes, depending on their own preferences (Toh et al., 2019). Indeed, previous research has suggested that followers may be influenced differently by leaders who have a transactional leadership style (Deichmann & Stam, 2015). However, we find the indirect effect of transactional leadership on employee performance through organizational commitment is negative and significant. The results of this study are contradictory and do not find much-supporting literature that is exactly the same, but the authors relate it to the findings of Angeline S (2014) who found that the application of transactional leadership has a positive effect on the level of turnover. Then, Koesmono (2017) also supports these results, where the application of the transactional leadership style does not necessarily match the needs of the organization. The positive influence on turnover intention provides an explanation that there is a decreased commitment from employees (Koesmono, 2017). This will have an impact on poor performance and decreased creativity and

productivity (Blanc & González, 2012). This statement also clarifies the weakness of the implementation of the transactional leadership style that obstructs employee innovation and creativity due to its bossy nature and tends to be rigid (Bass & Avolio, 2004).

Testing employee job satisfaction is a factor that greatly affects employee performance and commitment (Raveendran & Gamage, 2019). This study found that job satisfaction has a significant and positive effect on employee performance when mediated by organizational commitment. That is, a strong commitment from within employees caused by their high level of job satisfaction will lead to productivity and satisfactory performance and in line with company expectations. There are still 42% of employees who do not have children and 30% are unmarried with an age range of 21-30 years as much as 30%, has become the reason why employees' work orientation which is rewarded with high salaries and benefits represents their satisfaction. Nazir and Islam (2017) said that employees will have a good perception of an organization if they are satisfied with work facilities and have decided to commit to that organization, then they will reflect their positive attitude through achieving performance in accordance with company expectations. The company's expectations that are continuously able to be met by employees will have an impact on increasing company competition, obtaining optimal profits, and the health of the company's financial statements (Ahmad et al., 2015). The results we found on the mediating role of organizational commitment have supported the findings of Kawiana (2018); Hidayah and Tobing (2018), and Lestari and Yunianto (2012).

4. Conclusions

The implementation of transactional leadership which is indicated by avoidance and passive management and tends to procrastinate has an impact on decreasing performance achievement and weakening employee commitment. Employee commitment is found to be one of the keys that significantly affect employee performance because of their satisfaction as a result of management facilities. We conclude that employee job satisfaction depends on how much salary and benefits they receive each month. However, employees' work achievements are not necessarily recognized personally and make employees only receive low rewards. In this study, salaries and allowances are different from the rewards given based on work achievement. Transactional leadership here has proven to be ineffective. Other information related to the object of research, we found that the leader is rotated once every two years. The author analyzes, the working SOP conditions have indoctrinated leaders to apply a transactional style. Here we suggest that leadership rotation be done at least once in five years or even longer than that. This aims for the accuracy of implementation for the next situation so that the current condition is not sustainable. In other words, employee performance and organizational commitment do not contradict the objectives of implementing leadership style.

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Appendix A. Employee Performance

No	Questions	scale					N	Score	Mean	TCR (%)	Category
		1	2	3	4	5					
1	Feelings about the suitability of work results with company expectations.	0	0	11	11	28	50	217	4,34	87%	Very high
2	The achievement volume work produced it was in line with expectations company	0	0	4	14	32	50	228	4,56	91%	Very high
3	Feeling ended his work on time	0	0	3	20	27	50	224	4,48	90%	Very high
4	Finish the job in accordance with the deadline by the company	0	0	6	20	24	50	218	4,36	87%	Very high
5	The ability to finish the job without help from others	0	1	6	21	22	50	214	4,28	86%	Very high
6	Implement a job in accordance with the procedures work is	0	0	4	16	30	50	226	4,52	90%	Very high

Source: (Hartanto, 2014)

Appendix B. Transactional Leadership

No	Questions	scale					N	Score	Mean	TCR (%)	Category
		1	2	3	4	5					
<i>Contingent Reward</i>											
1	Clarity about rewards	0	5	18	18	9	50	181	3,62	72%	High
2	Leaders will provide assistance if the employee need	3	7	15	20	5	50	167	3,34	67%	Medium
3	Leaders appreciate the employees	0	3	17	22	8	50	185	3,70	74%	High
4	Leaders admit employee performance	0	4	12	26	8	50	188	3,76	75%	High
<i>Active Management by Exeption</i>											
5	leadership is very concerned about mistakes	0	12	17	16	5	50	164	3,28	66%	Medium
6	Very well supported	0	4	13	20	13	50	192	3,84	77%	High
7	leaders find out about a mistake employees	1	13	18	15	3	50	156	3,12	62%	Medium
8	leaders very concentrate on failure	4	13	18	14	1	50	145	2,90	58%	Medium
<i>Passive Management by Exeption</i>											
9	leaders follow up the issue , if it is serious	3	11	25	10	1	50	145	2,90	58%	Medium
10	leaders react to employees if failed in finish the job	1	9	22	15	3	50	160	3,20	64%	Medium
11	leaders wait fix something when it is damaged	3	11	17	15	4	50	156	3,12	62%	Medium
12	Leaders react to the problem of if it has been critical	3	14	16	12	5	50	152	3,04	61%	Medium
<i>Laizess and Fairez</i>											
13	Leaders avoid of engagement to work	5	21	20	4	0	50	123	2,46	49%	Low
14	Leaders are often absent when are to be needed	6	20	15	8	1	50	128	2,56	51%	Low
15	Leaders avoid decision-making	9	19	16	2	4	50	123	2,46	49%	Low
16	leaders delay in providing a response	4	18	19	7	2	50	135	2,70	54%	Medium

Source: (Avolio et al., 1999)

Appendix C. Organizational Commitment

No	Questions	scale					N	Score	Mean	TCR	Category
		1	2	3	4	5					
1	Willing to work harder than you should	0	0	9	17	24	50	215	4,30	86%	Very high
2	Loyal to the company	0	0	7	25	18	50	211	4,22	84%	Very high
3	Feel the same value and points of views with the company	0	0	9	26	15	50	206	4,12	82%	High
4	Feeling proud work in company	0	0	8	18	24	50	216	4,32	86%	Very high

Source: (Sharpe, 1996)

Appendix D. Job Satisfaction

No	Questions	scale					N	Score	Mean	TCR (%)	Category
		1	2	3	4	5					
1	Feeling of having a good relationship with the leader	0	0	14	23	13	50	199	3,98	80%	High
2	Satisfied with the physical form of the office	1	19	15	12	3	50	147	2,94	59%	Medium
3	Satisfied working with partners	0	1	10	29	10	50	198	3,96	79%	High
4	Satisfied with the interior design and workspace	7	15	9	16	3	50	143	2,86	57%	Medium
5	Satisfied with office environment	0	8	13	20	9	50	180	3,60	72%	High
6	Satisfied with the leadership performance	0	7	19	20	4	50	171	3,42	68%	High
7	Satisfied with appreciation when doing an excellent job	0	15	14	18	3	50	159	3,18	64%	Medium
8	Satisfied with the promotion at work	6	12	14	14	4	50	148	2,96	59%	Medium
9	Satisfied with the clarity of opportunities to be promoted	5	10	14	18	3	50	154	3,08	62%	Medium
10	Satisfied with personal development opportunities	0	6	23	18	3	50	168	3,36	67%	Medium
11	Satisfied with the salary and benefits received	0	0	12	18	20	50	208	4,16	83%	High
12	Overall are satisfied with work	0	0	13	17	20	50	207	4,14	83%	High

Source: (Samuel et al., 2014)