

Leadership role in the commitment and performance of employees in the regional company of Medan

¹Indawati Lestari, ²Nasib

^{1,2} Lecturer at Politeknik Unggul LP3M, North Sumatera, Indonesia
Email – ¹ indahtaca@gmail.com, ² nasibwibowo02@gmail.com

Abstract: *The regional-owned enterprises are business entities that are all or mostly capital owned by the region. Employee commitment and performance is crucial to the advancement of the Organization. The purpose of this research is to know and analyze the influence of transactional and transformational leadership styles against employee commitment and impact on employee performance. This research population is 131 employees. Sample of 98 respondents. Data analysis using path analysis. The results showed that the style of transactional and transformational leadership has a positive and significant impact on performance through employee commitment.*

Key Words: *Transactional Leadership, Transformational Leadership, Commitment, Performance .*

1. INTRODUCTION:

Employee commitment is the loyalty of employees working in an organization. The benefits of high employee commitment will increase the productivity of the company, lowering the entry-level of employees, as well as improving the quality of managerial company (Susanty et al., 2013). For employees, having a high commitment can provide benefits for themselves, such as expanding opportunities to be promoted and making him more experienced in their field. Officers who have an ethical responsibility tend to have high performance (Bloemer et al., 2013). Performance is an overview of the level of achievement of an activity or policy program in realizing the objectives, objectives, vision, and mission of the Organization that is poured through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees already has a criterion or standard benchmark success that has been set by the Organization. Therefore, without the purpose and targets set, the performance of one may not be known if there is no benchmark in its success (Saleem et al., 2019).

Regional enterprises have many employees, so in this case, it is essential to optimize the leadership role that is a critical factor in the Organization. Because in this case, a leader is required to be able to influence the employees, bring and maximize the Organization he leads in achieving the objectives that have been established. Therefore the leader has always been the main focus in the evaluation as an overview of the assessment of the success of an organization (Sani & Maharani, 2012). Leaders are said to be successful when it can motivate, move, and satisfy employees on a particular job and environment. Leadership style is a consistent pattern of behavior that others demonstrated and know when a leader seeks to influence the activities of others. Various types of leadership styles are widely discussed by experts, including the Transformational Leadership style & transactional with different approaches. The results achieved in this style of leadership are the occurrence of significant changes that arise when employees deliver performance and can endure an organization.

Some previous studies have identified how leadership roles in commitment and performance include research conducted by (Marmaya et al., 2011) Providing evidence supporting the positive relationship between transformational and transactional leadership to organizational responsibilities, (Rukmani et al., 2010) A transactional leadership behavior is required for effective departmental management, identifying performance, standards, and work expectation classification. However, research done by (Işcan et al., 2014) found the result that transactional leadership has no meaningful effect on the organizational performance in the difference with the transformational leadership that has a positive and significant impact on performance. The gap from some previous studies gives space for researchers to examine how the relationship between transactional leadership and transformational leadership to employee commitment and impact on employee performance.

2. LITERATURE REVIEW:

2.1 TRANSACTIONAL LEADERSHIP

According to Bass in (Robbins, Stephen P & Judge, 2013) "The Transactional leadership style is a model of leadership in which leaders blend or motivate their followers in the direction of the objectives established by clarifying the roles and demands of the task (Robbins, Stephen P., and Coulter, 2010) leaders with a transactional leadership style that leaders guide and motivate their followers to goals defined by rewarding their According to (Odumeru, 2013) The

method of transactional leadership is a style of leadership where a leader focuses his attention on interpersonal transactions between leaders and employees involving exchange relationships.

The Exchange is based on agreements on target classification, work standards, and awards. So that it can be interpreted, transactional leadership as a way that a leader uses in moving its members by offering rewards or the consequences of contributions given by members to the Organization.

According to (Robbins, Stephen P & Judge, 2013) The dimensions of the transactional leadership style are:

1. Reward Contingency.

The leader deals with what the subordinates are doing and promises what rewards will be gained when it can be achieved. Rewards can be bonuses, increased earnings, or provide facilities to employees.

2. Management with an active exception (active Management by Exception). Inactive exception management, the leader monitors the deviation from predefined standards and performs corrective actions.

2.2 TRANSFORMATIONAL LEADERSHIP

In terms of the word, Transformational leadership consists of two words, namely the administration and transformational. As for the name transformational or transformational means of transfiguration (form, nature, function, and so on), there are even those stating that the transformational word is a parent of the word "transform" which has the meaning of transforming or changing something into another different form. (Bass, B., Bass, 2008) defines transformational leadership based on the influence and relationship of leaders with a follower or subordinate behavior of transformational leadership over four components:

1. Idealized influence emphasized the type of leader who demonstrated belief, belief, and admired/praised followers.
2. Inspirational motivation emphasizes on how to motivate and inspire subordinates to the challenges of duty. Its influence is expected to increase the group spirit.
3. Intellectual stimulation emphasizes the type of leader who seeks to encourage subordinates to think of innovation, creativity, new methods, or ways.
4. Individualized consideration emphasizes the kind of leader who pays attention to the development and the needs of subordinates.

2.3 EMPLOYEE COMMITMENT

Commitment can be explained as a devotion, trust, and loyalty given to an individual or a company or organization, with full responsibility and always well-behaved. According to (Susanty et al., 2013) That commitment is a willingness and a strong determination to strive to perform the task, and to obey all rules with its consciousness and full sense of responsibility. So it can be concluded that the employee's commitment is the loyalty, trust, devotion, and determination given by an officer to strive to obey the rules, discipline, honest, and responsible in working. Aspects of commitment to the individual are:

1. Obey the Rules

Labor obedience is a priority to increase commitment to the company.

2. The responsibilities of employees who are able and able to perform the task with the most and realize the risks in carrying out duties; this is what will bring a commitment.

3. Willingness to cooperate.

4. Have a sense.

There is a feeling of the employee to maintain and advance the company or organization.

5. Inter-personal relationships. To achieve a common goal is undoubtedly supported by people who are in the Organization or the company itself,

6. She likes to work. Employees who work should do their job happily.

2.4 EMPLOYEE PERFORMANCE

According to (Mondy, 2008) performance is the result of work in quality and quantity achieved by an employee in carrying out its duties by the responsibilities given to him. According to (Hasibuan, 2013) that the performance of employees is a result of work achieved by someone in carrying out the tasks that are charged to him is based on skill, experience, and sincerity and time. Five dimensions affect the value of an employee's performance, capabilities, discipline, responsibility, and creativity.

3. MATERIALS AND METHODS

This research was conducted on one of the regional companies in the city of Medan. The population is an area of generalization consisting of Subject or object with specific qualities and characteristics set by researchers to be studied and then concluded (Sangadji and Sopia, 2010:185). The population in this study was a clerk at the Medan class I immigration office as much as 131 employees. Samples as many as 98 respondents.

4. RESULT AND DISCUSSION:

4.1 Effect of transactional leadership on commitment

Transformational leadership is characterized as a person who reveals the future vision that can be socialized to co-workers and gives attention to the differences between individuals. Also, leaders with transactional forces can empower and evaluate using charisma, intellectuals, and attention to individuals to achieve better performance. As well as links between the person in which each member is obedient because they want to obey, and not because they must be respectful and leadership is a process of interaction between leaders and employees where leaders strive to influence employees to achieve the goals of the company or organization. (Afshari & Gibson, 2016; Jos Akkermans, 2015; O. S et al., 2013; King & Palanichamy, 2011) transactional leadership positively and significantly impact organizational commitments.

4.2 Effect of transactional leadership on performance

Transactional leaders primarily emphasize that a leader needs to determine what his subordinates are doing to accomplish the organizational goal, transactional leadership is leadership where a leader encourages employees or their assistants to work by providing resources and rewards in Exchange for the motivation, productivity, and achievement of practical tasks. Transactional leadership determines what employees should do so they can achieve their own goals or Organization and help employees gain trust in the job. Transactional leadership provided by employers to employees can influence the performance of employees within a company. This is in line with the research done (Authors, 2016; C & Victoria, 2011; Hargis & Watt, 2011; Paracha et al., 2018; Wei et al., 2010) that the transactional leadership has a positive and significant impact on employee performance.

4.3 The influence of transformational leadership towards commitment

Transformational leadership based on the principle of development of subordinate (follower development). The transformational leader evaluates the ability and potential of each assistant to carry out a task/occupation, while also looking at the possibility to expand subordinate responsibilities and authority in the future. The relationship between superiors and subordinates in the context of transformational leadership is more than just a "commodity" Exchange (economic Exchange of rewards) but has touched the value system. The transformational leader can unite all his subordinates and able to change the beliefs, attitudes, and personal goals of each aide to achieve the goal, even beyond the goal that so with the abandons of transformational leadership will increase employee commitment. This is in line with the research conducted by (Azman Ismail, Hasan Al-Banna Mohamed, Ahmad Sulaiman, Mohd Hamran Mohamad, 2011; Franke, 2011; Lo et al., 2010; Riaz et al., n.d. 2019; Usman, 2015) that the transformational leadership was positive and significant to the employee's commitment.

4.4 Influence of transformational leadership towards performance

A reliable leader should not only be skilled in drafting strategies, but it can also run strategies effectively. Because it is the ruler who will give birth to the plan and, at the same time, strive to realize the strategy. A well-judged leader is a leader who responds to circumstances, situations, and changes to its Organization that can maximize all the resources in it and produce excellent organizational performance. Through transformational leadership, there is a positive attachment between superiors and subordinates. Transformational leaders can define, communicate, and articulate the vision of the Organization, and assistants must accept and recognize the credibility of their leaders. Transformational leaders must also have the ability to equalize future images with their subordinates and heighten subordinate needs at a higher level than what they need. It is in line with the research done by (Bellé, 2014; Cavazotte et al., 2012; Choudhary et al., 2013; Lee et al., 2011; Nguyen et al., 2017; Noruzy et al., 2013) that the transformational leadership is positively and significantly against performance.

4.5 Influence of commitment to employee performance

Organizational commitment is an essential dimension of behavior that can be used to assess the likelihood of an employee to survive as a member of the Organization. Employees with high organizational commitments have a low-commitment attitude difference. High corporate responsibilities result in work performance, low absence, and low level of employee entry (turnover). A high commitment makes individuals care about the Organization's fate and strive to make the Organization a better way. The purpose of the Organization's responsibility is to correct the mistakes that occur so that they do not happen continuously. This is in line with the research conducted by (Irefin & Mechanic, 2014; Li, 2014; Sani & Maharani, 2012; Susanty & Miradipta, 2013) There is a significant relationship between commitment to employee performance.

4.6 Effect of transactional leadership on performance through commitment

Transactional leadership relations between leaders and subordinates are based on a series of bargain activities between the two. A transactional leadership style is also known as a managerial leadership focused on the role of

supervision, organization, and performance of the group. The existence of a transactional leadership style can improve employee performance and employee commitment to follow the regulations given by the company. (Birasnav, 2014; Bono et al., 2012; Deichmann & Stam, 2015; Işcan et al., 2014; Jung & Avolio, 2000; Vito et al., 2015) in his research provided the research results that transactional leadership is positively and significantly impacting performance. As well as other research conducted by (Alamir, 2010; Baloch et al., 2014; Chiang & Wang, 2012; Dai et al., 2013; Marmaya et al., 2011; Tyssen et al., 2014) stated that transactional leadership has a positive and significant relationship to the Organization's commitments. Employees will rely on themselves to be loyal to work for an organization because of leaders who motivate their subordinates to achieve clear organizational and corporate objectives and tend to give direction to their followers and focus on particular matters.

4.7 Influence of transformational leadership towards performance through commitment

Transformational leadership is based on the influence and relationship of leaders with followers or subordinates. Followers feel confident, admired, loyal and respected leaders, and have a high commitment and motivation to achieve and perform higher performance. Leadership roles are essential for a person to be able to embed their influence on others. So that it can be concluded transformational leadership is a leader that gives change to employees in a way closer. It can be said that transformational leadership is positively and significantly impactful performance (Andriani et al., 2018; Aryee et al., 2012; Braun et al., 2013; García-Morales et al., 2012; Kovjanic et al., 2013; Moynihan et al., 2012; Pereira & Gomes, 2012). This is because employees feel more aware, of course, in the event of a problem that exists in the Organization. Besides giving effect on transformational leadership performance has a significant influence on commitment (Ali Shurbagi, 2014; Almutairi, 2015; Dumay & Galand, 2012; Jos Akkermans, 2018; Ross & Gray, 2006), (Ali Shurbagi, 2014; Almutairi, 2015; Dumay & Galand, 2012; Jos Akkermans, 2018; Ross & Gray, 2006).

5. RESULT:

- Transactional leadership is positively and significantly impactful to the employee's commitment.
- Transactional leadership positively and significantly impact on employee performance.
- Transformational leadership is positively and significantly influential to the employee's commitment.
- Transformational leadership has a positive and significant effect on employee performance.
- Employee commitment is positive and significant to employee performance.
- Transactional leadership has a positive and significant impact on employee performance through employee commitment,
- Transformational leadership is positively and significantly impactful to employee's performance through employee commitment.

7. RECOMMENDATIONS :

- The style of transformational leadership required leaders who can stimulate the creativity of their subordinates. Improving the way leaders in communicating with their subordinates, two-way communication can increase the spirit and confidence of an employee towards his or her boss should be able to stimulate creativity by always appreciates the ideas that the employees provide.
- When adding to the spirit of work, the leaders of employees are expected to reward employees who have worked well and employees who have a high working presence. With the awards given by the company, employees will feel appreciated and strive always to improve their performance.
- Increased commitment can be done by developing a leadership style both in a transactional and transformational way that is supported by the employee's performance and supporting the establishment of employee loyalty in the long term.
- Improve the performance of an employee by giving appropriate training in the company's work so that employees can prevent problems that may arise and overcome issues that occur in their work.

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