

The Effect of Transformational Leadership and Organizational Commitment on Employee Performance through Organizational Behavior as Intervening Variables

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ABSTRACT

Digital transformation in the 4.0 revolution era requires companies to develop rapidly. The quality of Human Resources (HR) is one of the main things that need attention to support the development of a company (Widayanto et al., 2021) argues that employee performance needs to be fostered and maintained properly because it has a major impact on the quality of a company. Several variables from previous research that show a relationship with employee performance will be used in this study. These variables include transformational leadership, organizational commitment and organizational behavior as intervening variables. This study took employees of PT IQ Education as research objects with a total sample of 100 employees. The analysis will be carried out using the SEM PLS method to see whether there is an effect of transformational leadership and organizational commitment on employee performance directly or through organizational behavior intervening variables.

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

INTRODUCTION

(Nugroho & Pudiastuti, 2021) explained that today's business world requires workers to be better prepared to face the challenges that lie ahead. Companies that want to continue to exist must have the courage to face challenges and their implications, namely facing change and winning the competition. In achieving this, the quality of Human Resources (HR) is one of the important things to note. A company's human resources or competent employees are believed to be able to produce quality performance in accordance with company targets, if employee competence increases, the quality of performance will also increase and vice versa. (Sugiman et al., 2019) also stated that in carrying out each field of work, the availability and readiness of competent human resources is required. Therefore, every organization or agency needs qualified and competent human resources to produce the expected quality of performance.

Employee performance is certainly inseparable from the influence of leaders who are able to identify various kinds of changes in the internal and external scope of the company. Leaders are expected to be able to develop a framework covering the vision and mission as well as strategies to open new roads so they can compete to achieve the expected targets. (Setiawan et al., 2022) explains that a leader has a stake in success in the world of work. (Tamimi & Sopiah, 2022) states that one of the most important factors in improving employee performance in the face of competition is the leadership style, especially the

transformational style. (Chammas & Costa, 2019), (Naeed & Khanzada, 2019), And (Ahmad et al., 2020), (Alharbi & Aljounaidi, 2021), (Wiandhani et al., 2022) And (Hariadi & Muafi, 2022) has proven in his research that transformational leadership has a positive and significant influence on overall employee performance including financial performance.

The behavior of transformational leaders in directing and coaching their employees will positively influence organizational behavior. (Sentoso & Putra, 2021) explains organizational behavior as employees who have voluntary feelings to help work that is not their job without expecting anything in return. Positive organizational behavior can be seen from a high desire to increase productivity sincerely and voluntarily, so that the company will benefit from achieving the expected results. Through positive organizational behavior, transformational leaders can improve employee performance and contribute to the company's success in all aspects. matter. A leader who has a sense of orientation, fairness, power sharing, concern for sustainability, ethical guidelines, role clarification, and integrity will produce employees who have an existence high organizational behavior or in other words, transformational leadership influences organizational behavior. (Qalati et al., 2022) proves that organizational behavior has a very significant role as an intermediary between transformational leadership on employee performance. In addition,

organizational commitment also needs to be investigated to improve employee performance.

Commitment is an agreement or agreement to obey and obey. In the organization, employee commitment is defined as obedient, obedient and loyal to the organization. Employees who are committed will certainly sacrifice themselves to achieve the goals of the company which automatically this attitude will stimulate the desire to improve employee performance. (Hasmin et al., 2022) revealed that employees with high commitment will be motivated to achieve higher and make a more meaningful contribution. (Pitaloka & Putri, 2021) also found that organizational commitment has a positive influence on employee performance. Employees who have the same vision and mission as the organization will be ready to continue serving the company, so commitment is one of the key concepts of employee behavior.

This study will examine the influence of transformational leadership and organizational commitment on employee performance with organizational behavior as an intervening variable. This research will also fill in the gaps caused by deviations from previous research results to show definite results from the influence of

transformational leadership on employee performance using a connected variable, namely organizational behavior. In contrast to previous research, in this study the researchers used two variables that were thought to be factors influencing organizational performance, namely transformational leadership and employee commitment to be able to broadly explain the role of variables other than transformational leadership Through Organizational Behavior As Intervening Variables At PT. IQ Education (CoLearn)".

RESEARCH METHODOLOGY

The population in this study were 168 employees at PT IQ Education and the sample was taken using random sampling method with a total of 100 employees. Data collection was carried out by distributing questionnaires online with a total of 34 questions consisting of 8 questions related to transformational leadership, 6 questions related to organizational commitment, 10 questions each regarding organizational behavior and also employee performance. All data collected will be analyzed using the PLS SEM method to see the direct and indirect effects of transformational leadership and organizational commitment on employee performance.

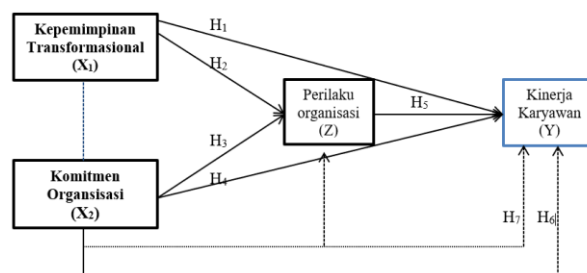


Figure 1. Research Hypothesis

RESULTS

Convergent validity From the measurement model with reflexive indicators, it can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70.

However, in the scale development stage research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:

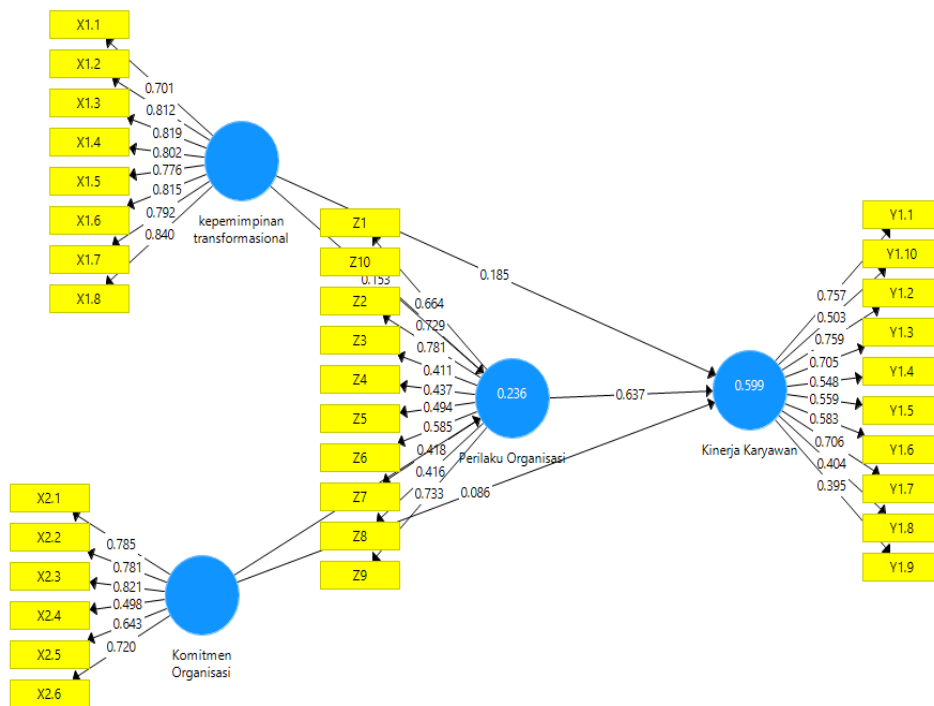


Figure 2. Outer model step 4.1

The Smart PLS output for the following table loading factor gives the results in the

Table 1. Outer loading stage 1

	Employee performance	Organizational Commitment	Organizational behavior	transformational leadership_
X1.1				0.701
X1.2				0.812
X1.3				0.819
X1.4				0.802
X1.5				0.776
X1.6				0.815
X1.7				0.792
X1.8				0.84
X2.1		0.785		
X2.2		0.781		
X2.3		0.821		
X2.4		0.498		
X2.5		0.643		
X2.6		0.720		
Y1.1	0.757			
Y1.10	0.503			

Y1.2	0.759
Y1.3	0.705
Y1.4	0.548
Y1.5	0.559
Y1.6	0.583
Y1.7	0.706
Y1.8	0.404
Y1.9	0.395
Z1	0.664
Z10	0.729
Z2	0.781
Z3	0.411
Z4	0.437
Z5	0.494
Z6	0.585
Z7	0.418
Z8	0.416
Z9	0.733

The diagram above shows that the variable X2 is 0.498, Y1.10 is 0.503, Y1.2 is 0.759, Y1.3 is 0.705, Y1.4 is 0.548, Y1.5 is 0.559, Y1.6 is 0.583, Y1.7 is 0.706, Y1.8 of 0.404 and Y1.9 of 0.395 has a loading factor

<0.7, this means that the indicator is an invalid indicator so the construct needs to be deleted. After re-counting, the following results are obtained:

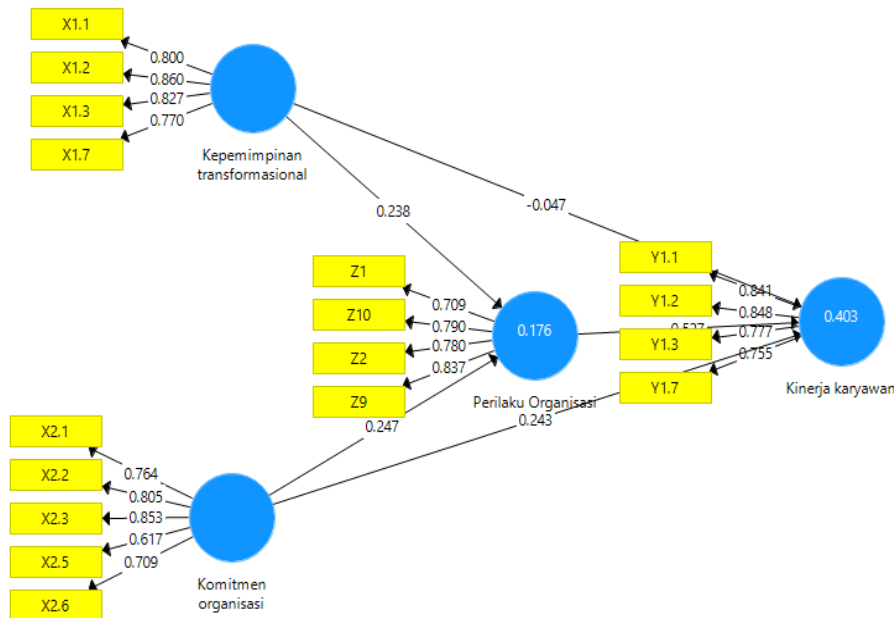


Figure 3. Outer model step 2

Table 2. Outer loading stage 2

	Transformational leadership	Employee performance	Organizational commitment	Organizational behavior
X1.1	0.8			
X1.2	0.86			
X1.3	0.827			
X1.7	0.77			
X2.1			0.764	

X2.2		0.805
X2.3		0.853
X2.5		0.617
X2.6		0.709
Y1.1	0.841	
Y1.2	0.848	
Y1.3	0.777	
Y1.7	0.755	
Z1		0.709
Z10		0.79
Z2		0.78
Z9		837

After the invalid indicators were removed, and stage 2 (two) outer loading was carried out, then in the diagram above, all indicators have a

loading factor > 0.60, meaning that all indicators are valid indicators to measure the construct.

Table 3. Direct Influence

	Transformational leadership	Employee performance	Organizational Commitment	Organizational behavior
Transformational leadership		-0.047		-0.238
Employee performance				
Organizational Commitment		-0.243		-0.247
Organizational behavior		0.527		

Based on the table above shows that H1 is accepted or transformational leadership has a direct influence on employee performance because it has a P-Values of -0.047. H2 is accepted or there is a direct influence of transformational leadership on organizational behavior because it has a P-Values of 0.238. H3 is accepted or there is a direct effect of

organizational commitment on employee performance because it has a P-Values of -0.243. H4 is accepted or there is a direct influence of organizational commitment on organizational behavior because it has a P-Values of -0.247 and H5 is accepted or there is a direct influence of organizational behavior on employee performance because it has a P-Values of -0.527.

Table 4. Indirect influence

	Transformational leadership	Employee performance	Organizational Commitment	Organizational behavior
Transformational leadership		-0.125		
Employee performance				
Organizational Commitment		-0.13		
Organizational behavior				

Based on the table above shows that H7 accepted or transformational

leadership on employee performance through organizational behavior as an

intervening variable because it has a P-Values of -0.125 while organizational commitment on employee performance through organizational behavior has a p-Values of -0.130.

CONCLUSION

Based on the results of research conducted at PT. IQ Education (CoLearn) shows that: There is a direct effect of transformational leadership on employee performance. There is a direct influence of transformational leadership on organizational behavior. There is a direct effect of organizational commitment on employee performance. There is a direct effect of organizational commitment on organizational behavior. There is a direct influence of organizational behavior on employee performance. There is an influence of transformational leadership on employee performance through organizational behavior as a variable of organizational behavior as an intervening variable. There is an influence of organizational commitment on employee performance through organizational behavior as a variable of organizational behavior as an intervening variable..

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