
THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENTS ON EMPLOYEE PERFORMANCE IN CV ARTHA MEGA MANDIRI MEDAN

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Abstract – To increase employee performance, many factors influence it, but in this research it is necessary to find the effect of increasing employee performance from transformational leadership styles and organizational commitment. This research was conducted at CV Artha Mega Mandiri Medan, with respondents being employees, a sample of 100 people was taken using stratified random sampling technique. The data were processed using SPSS 25 to find the effect with multiple regression and correlation. The results show that there is a positive and significant influence between transformational leadership style and employee performance by 75%.

Keywords: Transformational Leadership, Organizational commitment, and employee performance

1. INTRODUCTION

Employee performance is very important so that business people are required to carry out periodic work performance assessments through the Human Resources Development Department. There are three objectives of job performance appraisal, namely strategic goals, administrative objectives and development goals. First, strategic goals, where work performance appraisal must link employee activities with company goals. To achieve this strategic objective, the system must be flexible, because when goals and strategies change, employee outcomes, behaviors and characteristics usually need to change accordingly. Second, administrative purposes. Organizations use job performance appraisal data in making many administrative decisions, such as wage administration (wage increases), promotions, layoffs and others. Third, development goals. Job performance appraisal data is used in developing employees who perform effectively in their work. In short, job performance appraisal is a company tool that is considered effective for monitoring employee performance and encouraging employees to further improve performance and improve performance (Gomez; 2005).

There are many factors for improving employee performance or performance, such as the presence of a leader who is able to influence his subordinates to carry out their work optimally. Leadership is a process by which an individual influences a group of individuals to achieve a goal. To become an effective leader, a leader, especially in the company, must be able to influence all the employees he leads through positive ways to achieve company goals. In simple terms, transformational leadership is a process for changing and transforming individuals to want to change and improve themselves, which involves motives and fulfillment of needs and respect for subordinates. Transformational leadership is right in this era because leaders are willing to change.

Based on the results of the literature review conducted, Yukl (2010) concluded that someone who can display transformational leadership can actually show more as an effective leader with better work results. And transformational leadership is appropriate in this day and age, when compared to transactional leadership. According to Yukl, who states that transformational leadership makes employees motivated to do more than previously expected so as to encourage better performance (Yukl, 2010) In accordance with

the results of research by NI Kadek Ayu (2016), Caesar (2017), Dwi Novitasari (2018). Meanwhile, according to Burns (in Yukl, 2010) "Transformational leadership calls on the moral values of followers in an effort to increase their awareness of ethical issues and to mobilize their energy and resources to reform institutions." Thus transformational leaders must be able to define, communicate and articulate the organization's vision, and subordinates must accept and acknowledge the credibility of the leader. Bass (2010) also states that transformational leaders articulate a realistic future vision of the organization, stimulate subordinates in an intellectual way, and pay attention to the differences that their subordinates have.

Therefore, it is very profitable if company leaders can implement it well. In the company, everyone is required to be able to achieve the vision and mission that has been set by Every person to be able to achieve the vision and mission that has been set by the leadership, this can be seen from the high level of competition, the vision and mission of each organization or company must be clearly stated and all organizational components need to know and understand and implement it. Reformist leaders coupled with their organizational commitment make employees really want this situation. Because the organizational commitment earned by employees will improve employee performance and hope the company will be more advanced, the more advanced the company will increase the prosperity of its employees based on the results of research by Heny Septianingsih (2020), Dwi Novitasari (2018), Nurjannah (2008). However, if the turnover rate is high, it indicates low organizational commitment. The results of employee performance appraisals in the first semester of 2018 and the second semester of 2019 can be seen in table 1.1. following:

Table 1. Employee Performance Appraisal Results

No	Nilai	Year 2018	Year 2019
1	A (81 -100)	4%	17%
2	B (71 – 80)	22%	30%
3	C (56 – 70)	58%	45%
4	D (45 – 55)	12%	3%
5	E (0 – 44)	4%	5%

Source: CV Artha Mega Mandiri

Based on the data in table 1.1. It can be seen that the percentage of employees who score A and B is less than 50%. Why are the values of A and B the benchmark? Because employees are considered to be performing well if they get a score above 70. This data is the main indicator of low employee performance. Employees at CV Artha Mega Mandiri also lack respect for the leadership of the company due to their lack of concern and interaction with them even though they have been serving in the company for a long time. Leaders only focus on the results of the work done by employees. In addition, company leaders also do not provide services as mentor to his employees. There is no clear direction and only orders for tasks and deadlines, as well as the desired results by the leadership, which are addressed to employees.

To improve employee performance in addition to leadership factors, companies need to pay attention to the factors that affect this performance. According to Razak (2014), factors that influence performance include organizational culture, organizational climate and organizational commitment.

This is because in the last three years there has been a high turnover rate so that there are new employees who do not understand about work so they are forced to be trained first, because high turnover will affect

employee performance. The table below shows the turnover rate for the company from 2015 - 2018. The following table 1.2 is the employee turnover rate.

Table 2. Turnover Rate Artha Mega Mandiri

Tahun	Total Employee	Employee resign	Turnover Rate
2014	77	5	6.49
2015	88	4	4.70
2016	78	10	12.82

Source: CV Artha Mega Mandiri

From table 1.2 above, it is shown that the turnover rate has increased and those who leave are employees who are already senior so that it greatly affects employee performance and shows low organizational commitment. The high rate of turnover is due to an inappropriate payroll and reward system and does not respect seniority.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to Bass (2010) transformational leadership is a leader who has the power to influence subordinates in certain ways. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders. In the end, the subordinates will be motivated to do more than expected. Meanwhile, according to Yukl (2010) transformational leadership is a leadership style used by a manager if he wants a group to widen its boundaries and have performance beyond the status quo or achieve a completely new set of organizational goals, transformational leadership principally motivates subordinates to do better than what. what can be done, in other words, can increase the confidence or self-confidence of subordinates which will have an effect on improving performance.

Based on the above opinion, it can be concluded that transformational leadership includes efforts to change subordinates to do more positively or better than what is usually done which has an effect on improving performance.

A leader is said to have a transformational style if he can change the situation, change what is usually done, talk about lofty goals, have a reference to the values of freedom, justice and equality. A transformational leader will make subordinates see that the goals to be achieved are more than just personal interests. Meanwhile, according to Yukl, transformational leadership can be seen from the high commitment, motivation and trust of subordinates so that the organizational goals to be achieved are more than just personal interests.

Transformational leadership is particularly concerned with the idea of improvement. Bass emphasized that transformational leadership will appear if a leader has the ability to:

- 1) Stimulate the enthusiasm of colleagues and followers to see their work from several new perspectives.
- 2) Lowering the vision and mission to the team and organization.
- 3) Develop colleagues and followers at a higher level of ability and potential.
- 4) Motivating colleagues and followers to look at their respective interests, so that it can be useful for the interests of the organization.

Transformational leadership (transformational leadership) refers to the term transformational from the word to transform, which means to transform or change something into a different form. A leader



transformational must be able to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined targets. The resources referred to can be in the form of human resources, facilities, funds, and factors external to the organization. The HR school institution in question can be in the form of leaders, staff, subordinates, experts, teachers, school principals, and students.

The initial concept of transformational leadership was put forward by Burn who explained that transformational leadership is a process in which leaders and their subordinates achieve higher levels of morality and motivation. Transformational leaders try to raise awareness from followers by setting higher ideals and moral values such as freedom, justice, and not based on human emotions, greed, jealousy, or hatred.

In transformational leadership, employees can easily share knowledge between members in the organization so that organizations that have transformational leaders tend to have high intellectual and interpersonal closeness so that motivation can increase (Parachaet al, 2012).

Bass (2010), detailing transformational leadership behavior which consists of four, namely ideal influence, motivational inspiration, intellectual stimulation and individual considerations. The first transformational leader's behavior is the ideal effect, meaning that the leader acts as a role model. Followers admire, respect and trust their leader. Transformational leaders instill pride, transcend interests for the good of the group, act in a way that builds respect, looks convincing, considers moral and ethical consequences in making decisions.

The second transformational leader's behavior is motivational inspiration, which means that the leader motivates and inspires his followers for specific goals or visions. Leaders provide meaning and challenge and display enthusiasm and optimism. To do so, transformational leaders speak optimistically about the future, speak enthusiastically about what needs to be done, articulate a vision for the future and have confidence that goals will be achieved. Transformational Leadership Theory

Transformational leadership is the result of a development in the thinking of several leadership theorists. Starting with the thought of James McGregor Burns in 1979 who used the term transforming leadership, then developed by Bernard M. Bass in 1985 in his book entitled Leadership and Performance Beyond Expectations which uses the term Transformational Leadership.

ORGANIZATIONAL COMMITMENT

The concept of organizational commitment has been defined and measured in many different ways. Robbins (2008) argues that organizational commitment is one of the attitudes that reflect feelings of like or dislike towards the organization where you work. According to Mathins & Jackson (2006), which states that organizational commitment is the degree to which employees believe and accept organizational goals and will not leave the organization. According to Luthans (2006), organizational commitment is a strong desire to remain as a member of a certain organization, the desire to strive in accordance with the wishes of the organization and certain beliefs as well as the acceptance of organizational values and goals. Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization as shown by the individual acceptance of the values and goals of the organization and a desire to be affiliated with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to stay in the organization in order to achieve the goals and continuity of the organization. Organizational commitment is expressed by the scale of organizational commitment.

EMPLOYEE PERFORMANCE

A good company is a company that is able to know what employees need in order to improve employee performance. According to the Big Indonesian Dictionary (KBBI), performance is defined as something

to be achieved, the achievements shown, and one's abilities. Many limitations have been given by experts regarding the term performance, although different in the pressure of the formula, but in principle performance is about the process of achieving results. Some expert opinions regarding employee performance are as follows:

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his function in accordance with the responsibilities assigned to him. Performance or performance is the result or output of a process. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2006). Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to given responsibilities (Mangkunegara, 2010). Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance that have been mutually agreed upon (Rivai and Basri, 2005).

It can be concluded that employee performance is an action or action and the level of the employee's ability to carry out his duties, while good performance is the performance that follows the existing procedures, procedures and regulations in the company.

3. METHOD

RESEARCH METODOLOGI

The population is 135 employees of CV Artha Mega Mandiri with the Slovin formula so that the sample is 100 people. Data collection techniques using a data analysis technique questionnaire. Descriptive statistics, Correlation Analysis, Multiple Regression Analysis, Determination Test and Hypothesis Test, with the framework as follows:

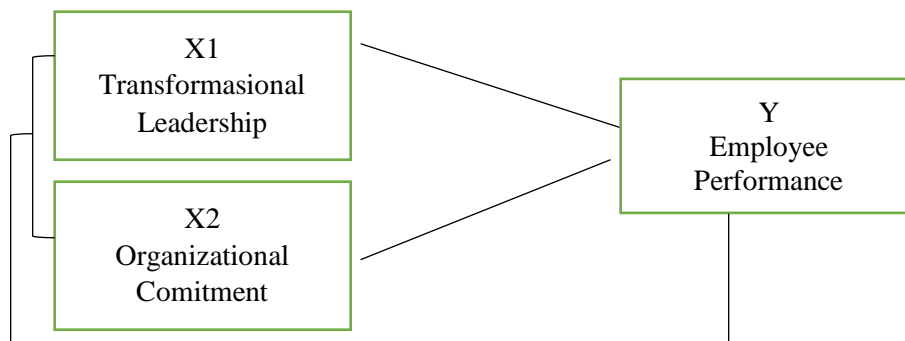


Figure 1. Conceptual Framework

Hypothesis:

1. There is effect between Transformasional Leadership toward Employee Performance
2. There is effect between Organizational Commitment toward Employee Performance

- There is effect between Transformasional Leadership and Organizational Commitment toward Employee Performanc

4. RESULT AND DISCUSION

Descriptive Statistics

Table 3. Descriptive Statistics

	Mea n	Std. Deviation	N
Employee Performance	48.5 300	3.96565	100
Transfor. Leaders.	15.7 500	2.18524	100
Org. Commit	27.3 800	2.49759	100

Source: Research 2019.

Average Employee Performance is in condition 3.97 which is close to 4 which means agree. Meanwhile, the transformational leadership variable is 2.19, which means disagree, but it is greater than two, which means that it leads to the average. And Organizational Commitment of 2.49 is also greater than 2, namely 2.49, which means that it tends to be closer to the average.

Multiple Regression Analysis

The results of multiple regression analysis can be shown in table 1.4 below:

Table 4. Results of Multiple Regression Analysis

Model		Coefficients ^a					Collinearity Statistics	
		Unstandar dized Coefficie nts		Standard ized Coeffici ents	t	Si g.	Toleran ce	VIF
		B	Std. Error	Beta				
1	(Constant)	9.149	2.384		3.837	.00 0		
	Transformas ional Leadership	.183	.094	.101	1.953	.04 4	.943	1.061
	Organization al Commitmen t	1.333	.082	.839	16.233	.00 0	.943	1.061

a. Dependent Variable: employee Performance

From the results of Table 4 multiple regression analysis, namely:

$$Y = 9,149 + 0.183 X_1 + 1,333 X_2$$

This shows that there is a positive relationship between employee performance and transformational leadership and organizational commitment. When transformational leadership and organizational commitment increase, employee performance will also increase. With a constant value of 9,149.

Correlation Analysis

Correlation analysis is a discussion of the degree of closeness of the relationship between variables. Based on table 5 below, it can be seen:

1. Correlation between transformational leadership and organizational commitment. In the output, it can be seen that the relationship between transformational leadership and organizational commitment shows the number 0.302. This figure shows that the two variables have the usual correlation because they are below 0.5.
2. The correlation between transformational leadership and employee performance is indicated by the number 0.864, which means that there is a very strong influence which is above 0.5.
3. The correlation between organizational commitment and employee performance is shown in the number 0.240, there is a small relationship because it is below 0.5.

Table 5 Correlation relationship between variables.

		Correlations		
		Kine rja Karya wan	Kepem.Tra nsfor	Komitmen Org.
Pearson Correlation	Employee Performance	1.000	.302	.864
	Transform. Leaders.	.302	1.000	.240
	Orgniz. Commit.	.864	.240	1.000
Sig. (1-tailed)	Employee Performance	.	.001	.000
	Transform. Leaders.	.001	.	.008
	Orgniz. Commit.	.000	.008	.
N	Employee Performance	100	100	100
	Transform. Leaders.	100	100	100
	Orgniz. Commit.	100	100	100

Source: Research 2019

Hypothesis Testing

Hypothesis testing is done in 2 (two) ways, namely the F test and t test. F test to show simultaneous relationship and t test to show partial relationship.

The following table 6 shows the F test which indicates a simultaneous relationship. From this F test it can be concluded as follows:

1. Fstatistics value is 149,875 with F-table value of 2.63 ($\alpha = 5\%$), so f_{hit} is greater than f-table ($149.875 > 2.63$). Thus H_a is accepted, meaning that transformational leadership and work commitment have a positive and significant effect on employee performance at CV Artha Mega Mandiri.
2. The significant value is 0.000, which is smaller than the significance level used, namely 0.05 ($0.000 < 0.05$), it can be concluded that transformational leadership and work commitment have a positive and significant effect on employee performance at CV Artha Mega Mandiri.

So it can be concluded that transformational leadership and work commitment have a positive and significant effect simultaneously on employee performance at CV. Artha Mega Mandiri.

Tabel 6 F Test
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1176.267	2	588.133	149.	.0
	Residual	380.643	97	3.924	875	00
Total		1556.910	99			a

a. Predictors: (Constant), Org. Commitment., Transformation Leadership

b. Dependent Variable: Employee Performance

Source: Research 2019

T-Test

The t test is to determine the effect partially between variables, the following are the results of the t test in 7 below:

Tabel 7. T-Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	9.149	2.384		3.837	.000		
	Kepem. Transformasi	.183	.094	.101	2.953	.044	.943	1.061
	Komitmen	1.333	.082	.839	16.233	.000	.943	1.061

Org.

0

61

a. Dependent Variable: Employee Performance

Source: Research 2019

Based on table 1.7 above, it can be seen that:

1. The tcount of transformational leadership is 2.953 with a significance level of 0.044. The value of t table is 1.985, so t count is greater than t table ($2.953 > 1.985$). The significant value is smaller than the degree of confidence ($0.044 < 0.055$). Thus it can be concluded that in this test H_0 is rejected and H_a is accepted, meaning that transformational leadership has a positive and significant effect on employee performance.
2. The tcount of Organizational Commitment is 16.233 with a significance level of 0.000. The value of t table is 1.985, so t count is greater than t table ($16.233 > 1.985$). The significant value is smaller than the degree of confidence ($0.000 < 0.055$). Thus it can be concluded that in this test H_0 is rejected and H_a is accepted, meaning that organizational commitment has a positive and significant effect on employee performance.

Determination Test

Based on the results of the analysis of the coefficient of determination between transformational leadership, organizational commitment to employee performance is as follows:

Table 8 Determination Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.756	.750	1.98095

a. Predictors: (Constant), Commitment Org., Leadership Transformers

b. Dependent Variable: Employee Performance

Source: Research 2019

Based on table 8 above, the results of the SPSS 20 output value R Square 0.756 or R^2 0.756 explains the contribution or contribution of the independent variables included in the regression equation for Y is 75% which has contributed to transformational leadership and organizational commitment to employee performance. while the other 25% epsilon was contributed by other variables not examined in this study such as: organizational culture, work ethic, motivation, compensation and so on.

5.CONCLUSION

Conclusion

Based on the research results, it can be concluded as follows:

1. That there is a positive and significant influence between Transformational Leadership on Employee Performance at CV Artha Mega Mandiri.
2. That there is a positive and significant influence between Organizational Commitment on Employee Performance at CV Artha Mega Mandiri.

3. There is an influence between Transformational Leadership and Organizational Commitment simultaneously on Employee Performance at CV Artha Mega Mandiri.

Suggestion

1. . The success of Transformational leadership is by establishing a vision and mission and disseminating it to all elements in the organization, but if employees are not clear about the vision and mission then they work on their own way. Therefore it is suggested that the leadership can explain back to employees so that they really work oriented towards the vision and mission to achieve optimal goals. And increase the level of employee understanding of the vision and mission by giving a questionnaire, if the employee does not understand, the leader must provide direction again.
2. One way to increase organizational commitment is to expect employees to have emotional relationships with employees so that employees feel ownership, and a low error rate to work carefully and thoroughly. It is suggested that employee coaching is necessary so that they can be motivated to increase their commitment.
3. Employee performance will be optimal if they are able to work in teamwork and are able to work independently, if employees can do it there will be a work balance that supports one another.

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