

THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN IMPROVING MANAGERIAL PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT ON NATIONAL STRATEGIC PROJECTS

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Abstract : This study aims to test and prove empirically the influence of transformational leadership on managerial performance through organizational commitment to national strategic projects in Kolaka Regency, South East Sulawesi. Theoretically, the results of this research are expected to enrich and complement the body of knowledge in the field of human resource management so that it can be useful for academics and practitioners. This research is explanatory research that examines and explains the research variables in a cross-sectional manner. The quantitative approach is used as the main analytical method, supported by a qualitative approach. The research population is employees who occupy the positions of first-line managers, middle managers, and top managers in the national strategic project area. The research sample consisted of 68 respondents using proportional random sampling and was analyzed using structural equation modeling (partial least squares) (SEM) with SmartPLS software. The results of this study indicate that transformational leadership has no role in improving managerial performance; transformational leadership plays a role in increasing organizational commitment; organizational commitment plays a role in improving managerial performance; and transformational leadership mediated by organizational commitment has no role in improving managerial performance.

Keywords: *Transformational Leadership, Organizational Commitment, Managerial Performance*

1. Introduction

A company is both a means and a process of cooperation between a group of people to achieve a goal. An organization consists of individuals and/or groups that are oriented towards the results achieved by the organization and also depend on the results of the work of individuals and groups. In other words, organizational effectiveness certainly depends on individual and group effectiveness.

Along with the growth and development of a company, aspects of leadership and organizational culture are also needed in managing a company. Apart from that, organizational commitment is needed to support good managerial performance. With increasing awareness of the importance of the role of leadership in mobilizing human

resources to produce the best managerial performance, the promotion process is becoming more selective. Therefore, managerial performance is also considered important in the company.

Transformational leadership has a positive relationship with managerial performance. This is in line with the research results of Abudaqa et al. (2020), which show that transformational leadership has a positive relationship with managerial and team performance. Yuwono et al. (2021) state that there is a significant beneficial influence between transformational leadership and job satisfaction on managerial performance. Abdillah (2020) stated that transformational leadership styles and positive motivation have a positive effect on managerial performance.

Mochamad (2019) conducted research that showed that the variables transformational leadership style, team processes, and organizational commitment had a positive and significant effect on team and managerial performance. Hariyono (2017) states that transformational leadership and work motivation influence the managerial performance of PT Cobra Direct Sale Indonesia.

Transformational leadership has a positive and significant effect on managerial performance through organizational commitment as mediation. This is in line with research by Fauzan et al. (2023), which shows that transformational leadership is able to improve employee managerial performance through employee organizational commitment at the Regional People's Representative Council Office of North Sumatra Province.

Organizational commitment has a positive effect on managerial performance. This is in line with the research results of Novita & Putri (2020), who conducted research that shows that organizational commitment has a positive and significant effect on managerial performance. Besides that, the moderating variable of organizational commitment has a positive and significant effect on managerial performance.

Dewi & Ningsih (2020) conducted research that stated that the organizational commitment variable had a significant effect on managerial performance. Thus, the higher a person's commitment to the organization, the higher the level of managerial performance. From the F test, the variables of budget participation and organizational performance have an influence percentage of 69.2%, and the remaining 30.8% is influenced by other variables outside this research. Widyawati & Sari (2017) conducted research showing that organizational commitment has a positive and significant effect on managerial performance.

Transformational leadership has a positive impact on organizational commitment. This is in line with the research results of Ausat et al. (2022) and Senjaya et al. (2018), which show that there is a positive relationship between transformational leadership and organizational commitment among mining industry employees. Mochamad (2019) shows that the variables of transformational leadership style and organizational climate have a positive and significant effect on team processes and organizational commitment.

Rahmi & Mulyadi (2018) conducted research that showed that transformational leadership had a significant effect on organizational commitment at PT PLN Banda Aceh. Meutia & Andriani (2017) stated that transformational leadership style has a positive influence of 0.193 on organizational commitment with a good significant level of 0.004.

Every research project has problems narrowing down the focus point that you want to study. To clarify the formulation of the problem presented, the researcher detailed the research questions. These questions are as follows:

- a. Does transformational leadership play a role in improving managerial performance in the National Strategic Project work area?
- b. Does transformational leadership play a role in increasing organizational commitment in the National Strategic Project work area?
- c. Does organizational commitment play a role in improving managerial performance in the National Strategic Project work area?
- d. Does transformational leadership play a role in improving managerial performance mediated by organizational commitment in the work area of the National Strategic Project?

The objectives of this research are as follows:

- a. To obtain empirical evidence of the role of transformational leadership in improving managerial performance in the work area of the National Strategic Project.
- b. To obtain empirical evidence of the role of organizational commitment in improving managerial performance in the National Strategic Project work area.
- c. To obtain empirical evidence of the role of transformational leadership in increasing organizational commitment in the work area of the National Strategic Project.
- d. To obtain empirical evidence of the role of transformational leadership in improving managerial performance mediated by organizational commitment in the work area of the National Strategic Project.

Based on the research phenomenon and previous research, this study has the following hypothesis formulation:

- H1: Transformational leadership plays a role in improving managerial performance in the National Strategic Project work area.
- H2: Transformational leadership plays a role in increasing organizational commitment in the National Strategic Project work area.
- H3: Organizational commitment plays a role in improving managerial performance in the National Strategic Project work area.
- H4: Transformational leadership plays a role in improving managerial performance, mediated by organizational commitment in the National Strategic Project work area.

2. Research Method

This type of research is explanatory research. The approach used to analyze is a quantitative approach method, which includes quantitative analysis as the main method and some calculation explanations as a supporting method. The object of this research was carried out in the work area of the National Strategic Project, Wolo District, Kolaka Regency, South East Sulawesi Province. The population in this study are employees in the work area of the National Strategic Project. Samples were taken from employees with managerial positions (supervisory or having a team) of 68 respondents. The sampling technique used was proportional random sampling. In this study, the margin of error was set at 10 percent. This value is commonly used to minimize sampling error and non-sampling error. The type of data used in this study is qualitative and quantitative, namely data obtained in the form of observation and conversion of the results of the questionnaire into ordinal or interval data. The data sources used in this study are primary data, namely data obtained directly from respondents, and secondary data, namely written forms in the form of departmental documents and other written information that have a direct connection with the problem

being studied by the researcher. The data collection method is done through a questionnaire and documentation. Data were analyzed using structural equation modeling (partial least squares) (SEM) with Smart PLS software.

3. Result & Discussion

3.1 Results of the Research Instrument Test

Testing of research instruments is carried out with a measurement model (outer model) to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminate validity, and composite reliability.

a. Convergent Validity

The converging validity of the measurement model with reflective indicators can be seen from the correlation between the item score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in scale development stage research, loadings of 0.50 to 0.60 are still acceptable (Ghozali, 2014). Based on the results for outer loading (table 5.1), all indicators have a loading above 0.70 and are significant.

Table 1
Result for Outer Loading

MATRIX	TRANSFORMATIONAL LEADERSHIP (X)	MANAGERIAL PERFORMANCE (Y)	ORGANIZATIONA L COMMITMENT (Z)
MP1	0.861		
MP8	0.719		
MP9	0.815		
MP10	0.878		
MP11	0.823		
MP12	0.8		
MP13	0.863		
MP14	0.76		
MP15	0.781		
MP16	0.76		
MP17		0.721	
MP1		0.849	
MP2		0.787	
MP3		0.758	
MP4		0.822	
MP5		0.789	
MP6		0.881	
MP7		0.753	
OC1		0.753	
OC2		0.717	

OC3		0.795	
OC4		0.784	
OC5		0.814	
OC6		0.748	
OC7		0.875	
OC8		0.775	
OC9		0.753	
TL1		0.786	
TL10		0.859	
TL11		0.871	
TL12		0.812	
TL13		0.826	
TL14		0.78	
TL15		0.824	
TL16		0.848	
TL17		0.736	
TL18		0.845	
TL19			0.712
TL2			0.872
TL3			0.873
TL4			0.7
TL5			0.875
TL6			0.879
TL7			0.868
TL8			0.869
TL9			0.703

Source: Questionnaire (Processed, 2022)

Validity testing for reflective indicators uses the correlation between the item score and the construct score. Measurement with reflective indicators indicates a change in an indicator in a construct if other indicators in the same construct change (or are removed from the model). Reflective indicators are suitable for measuring perceptions, so this study uses reflective indicators. The following is an illustration of the outer loading value in the outer model generated after running the SmartPLS program for all indicators in the following figure:

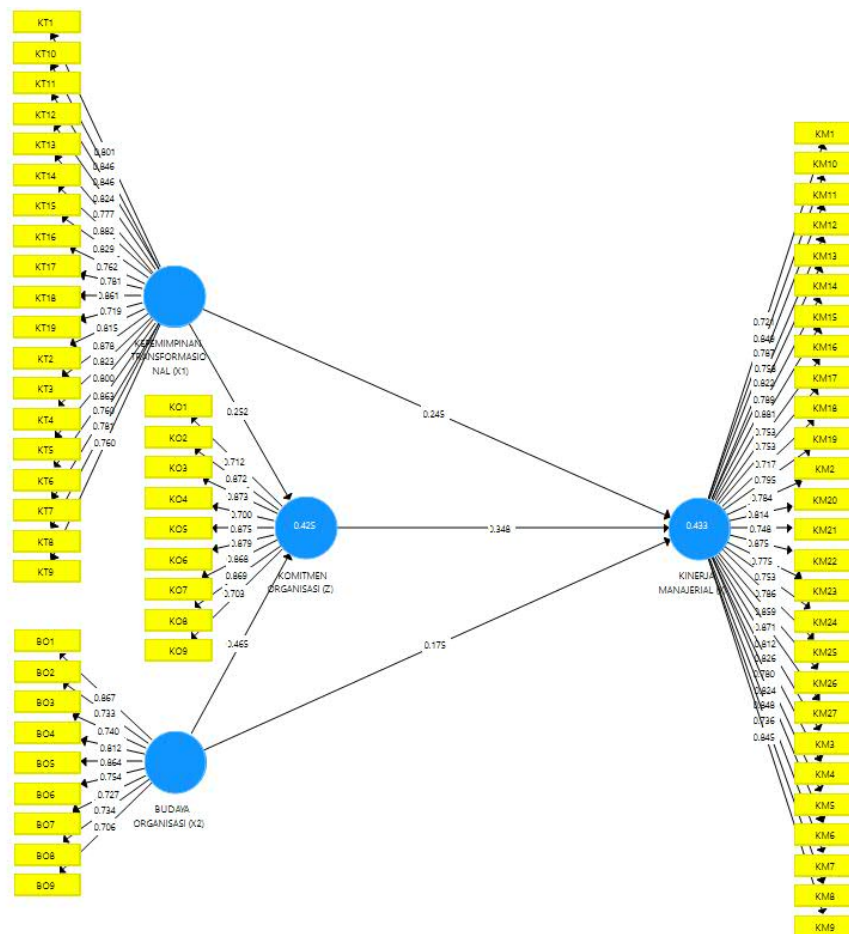


Figure 1
Outer Model

Source: Questionnaire (Processed, 2022)

The outer model results explain the magnitude of the role of the indicator with its construct; if the construct value is getting bigger, it shows that the indicator has a big role in the measurement model. The value of the outer model results can be seen in each number that has an arrow.

b. *Discriminat Validity*

The discriminating validity value of the measurement model with reflective indicators is obtained based on the cross-loading of measurements with constructs. If the correlation of the construct with the measurement items is greater than that of the other constructs, the latent constructs predict the measures in their block better than the measures in the other block.

Table 2
Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
Transformational Leadership (X)	0.659
Managerial Performance (Y)	0.640
Organizational Commitment (Z)	0.674

Source: Questionnaire (Processed, 2022)

The table above provides an AVE value of Transformational Leadership (X) = 0.659, Managerial Performance (Z) = 0.640, and Organizational Commitment (Y) = 0.674. From the above results, it can be seen that the role of each variable in each study is greater than 0.5. This explains why all constructs have high discriminant validity.

c. *Composite Reliability*

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60 (Ghozali, 2014). The following are the results of the outer model loading, which show the composite reliability of each construct:

Table 3
Composite Reliability

Composite Reliability	
Transformational Leadership (X)	0.973
Managerial Performance (Y)	0.980
Organizational Commitment (Z)	0.948

Source: Questionnaire (Processed, 2022)

The table above provides a composite reliability value above 0.5 for all constructs: transformational leadership (X) = 0.973, organizational commitment (Z) = 0.980, and managerial performance (Y) = 0.948. So it is concluded that each construct has high reliability based on the composite reliability value of all constructs greater than 0.90.

d. *Cronbach's Alpha*

The next test is Cronbach's alpha from the indicator block that measures the construct. A construct is said to be reliable if the Cronbach's alpha value is above 0.60. The following are the results of the outer model loading, which shows the Cronbach's alpha of each construct. The reliability test results can also be strengthened by Cronbach's alpha, where the SmartPLS output is in table 5.

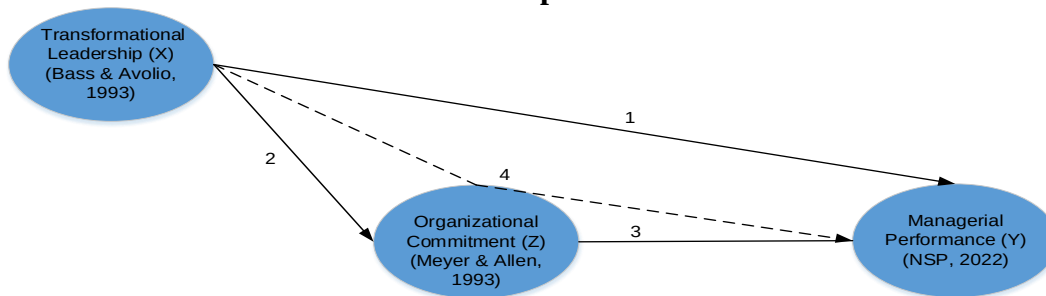
Table 4
Cronbach's Alpha

Construct	<i>Cronbach's Alpha</i>
Transformational Leadership (X)	0.915
Managerial Performance (Y)	0.978
Organizational Commitment (Z)	0.938

Source: Questionnaire (Processed, 2022)

The table above shows the Cronbach's alpha value above 0.6 for transformational leadership (X) = 0.915, organizational commitment (Z) = 0.938, and managerial performance (Y) = 0.978. Based on these results, it can be concluded that the research data is reliable.

Figure 2
Research Conceptual Framework



Source:

1. The Role of Transformational Leadership Variables (X) to Managerial Performance (Y) {(Ausat et al. (2022), Abudaqa et al. (2020), Yuwono et al. (2021), Abdillah (2020), Mochamad (2019), and Hariyono (2017)}
2. The Role of Transformational Leadership Variables (X) to Organizational Commitment (Z) {(Ausat et al. (2022), Senjaya at al. (2020), Mochamad (2019), Amelia & Mulyadi (2018), Rahmi & Mulyadi (2018), Meutia & Andriyani (2017)}
3. The Role of Organizational Commitment Variables (Z) to Managerial Performance (Y) {(Mochamad (2019), Putri & Novita (2020), Dewi & Ningsih (2020), Widyawati & Sari (2017)}
4. The Role of Transformational Leadership Variables (X) to Managerial Performance (Y) through Organizational Commitment (Z) as mediation {(Fauzan, et al. (2023)}

3.1.1 Statistical Descriptive Analysis

Descriptive statistical analysis serves to provide an overview of the results of respondents' responses to each research object. This study uses descriptive statistics to determine the respondents' description of each research variable. In a statistical descriptive analysis of respondents' responses related to research variable indicators, the researcher describes them by grouping them by category. Respondents' perceptions of each statement item in the research variable can be seen in the index value obtained from the scale range number (RS). The formula for calculating the scale range (RS) is as follows:

$$RS = \frac{m - n}{b}$$

$$RS = \frac{5 - 1}{5}$$

$$RS = 0.8$$

Description:

RS = scale range

m = maximum number of scale points in the questionnaire

n = minimum number of scale points in the questionnaire

b = number of scale points in the questionnaire

The results of the calculation of the scale range are used as the basis for interpreting the average assessment (mean) of each indicator on the research variables. The assessment is in the form of an average index that has been modified from Simamora (2002), as follows:

- 1) Index value 1.00–1.80: Very low or very bad
- 2) Index value: 1.81–2.60: low or poor
- 3) Index value: 2.61–3.40: fair or moderate
- 4) Index value: 3.41–4.20: high or good
- 5) Index value: 4.21 - 5.00: Very high or excellent

3.1.2 Inferential Statistical Analysis

Inferential statistical analysis is the analysis of samples used for forecasting or drawing conclusions about the overall parent data (population). In inferential statistics, there are parameter estimates, hypotheses, and hypothesis testing used for drawing conclusions. Inferential statistical analysis in data processing in this study uses Smart Partial Least Square (PLS) software. Smart PLS is an alternative method of analysis with variance-based structural equation modeling (SEM). This method has the advantage of not requiring assumptions and can be estimated even though it has a relatively small sample size.

a. Structural Model

The following is an overview of the structural model analysis in the inner model based on the results of Smart PLS processing for all relationships between constructs in the following figure:

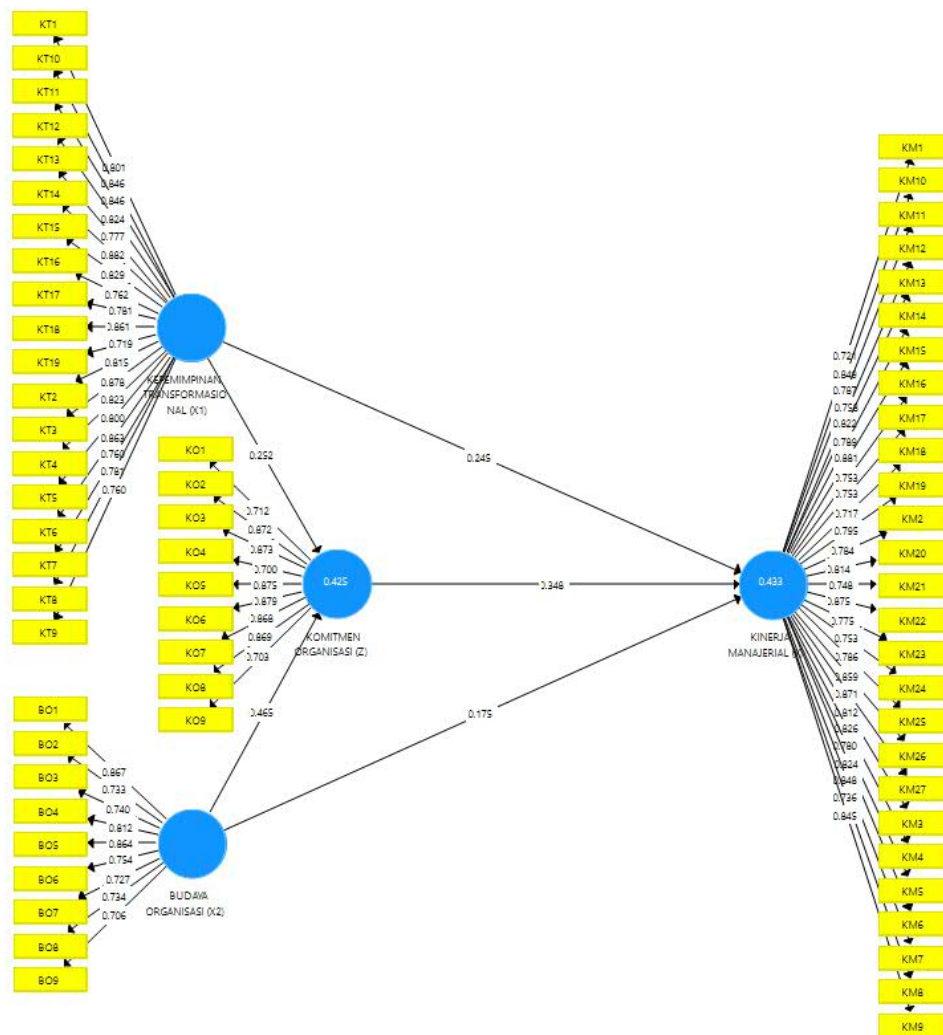


Figure 3
Inner Model

Source: *SmartPLS* (Processed, 2022)

The inner model, or structural model, describes the relationship between latent variables and predicts the causal relationship between latent variables as described by arrows on each variable. The test results show that the overall model fits the data and reflects the reality in the field, so the results of this study can be declared valid and reliable. These results can be seen based on the values listed on the arrows that connect between variables.

The structural model in *SmartPLS* is evaluated by looking at the percentage of variance explained by the R-Square value to see the magnitude of the structural path coefficient. Based on the test results using *SmartPLS*, the following results were obtained:

Table 5
R-Square

Variable of Laten Endogen	R-Square
Managerial Performance (Y)	0,433
Organizational Commitment (Z)	0,425

Source: Questionnaire (Processed, 2022)

The results of testing the structural model (inner model) can be seen based on the R-Square and Q-Square values on each endogenous variable as the predictive power of the structural model. The R-Square value obtained from testing can explain the effect of certain exogenous latent variables on endogenous latent variables. The R-Square value is used to measure the level of variation in changes in the independent variable on the dependent variable. The higher the R-Square value, the better the prediction model of the proposed research model. The inner model is very functional to show the level of significance in hypothesis testing.

Based on the results of the data processing above, it can be seen that the R-Square value of the endogenous latent variable organizational commitment (Z) is 0.425. This value means that the transformational leadership variable (X) plays a role of 42.5% in increasing organizational commitment (Z), and the rest is due to other factors.

Based on the results of the data processing above, it can be seen that the R-Square value of the endogenous latent variable managerial performance (Y) is 0.433. This value means that the organizational commitment variable (Z) plays a role of 43.3% in improving managerial performance, with the rest coming from other factors. The results of testing the structural model (inner model) based on the Q-Square value have the same meaning as the coefficient of determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be said to be deemed.

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,425) \times (1 - 0,433)] \\
 &= 1 - (0,575 \times 0,567) \\
 &= 0,674
 \end{aligned}$$

Based on the results of the above calculations, the Q-square value is 0.674. This shows that the amount of diversity of research data that can be explained by the research model is 67.4%, and the rest is explained by other factors that are outside of this research model.

b. Path Analysis

Hypothesis test analysis in research is done by comparing the values of P-values and T-statistics. The hypothesis in the study is declared accepted if the P-value is <0.05 (Yamin & Kurniawan, 2011). The following are the results of the research hypothesis test on path coefficients based on the SmartPLS output below:

Table 6
Path Coefficients

Path	Original Sample	T-Statistics	P-Values
Transformational Leadership (X) → Managerial Performance (Y)	0,245	1,683	0,097
Transformational Leadership (X) → Organizational Commitment (Z)	0,252	2,645	0,010
Organizational Commitment (Z) → Managerial Performance (Y)	0,348	2,472	0,016
Transformational Leadership (X) → Organizational Commitment (Z) → Managerial Performance (Y)	0,088	1,489	0,141

Source: Questionnaire (Processed, 2022)

Path analysis (path coefficients) is also known as a cause-and-effect model. Naming allows researchers to test theoretical propositions regarding cause-and-effect relationships without manipulating variables. Path analysis allows researchers to analyze more complex models than multiple linear regression cannot. Path analysis (path coefficients) presents the causal relationship between variables that explain the cause-and-effect that occurs in both the dependent and independent variables, or other relationships to the moderation variable. Based on the results of data processing, the original sample value, T-statistics, and P-values are obtained. The results of data processing are used to answer the following hypotheses:

- a) Transformational leadership plays a role in improving managerial performance in the National Strategic Project work area.
H0: Transformational leadership does not play a role in improving managerial performance.

H1: Transformational leadership plays a role in improving managerial performance.

Based on the results of data processing with SmartPLS, the T-Statistics value (1.683) < 1.96. Based on this value, it can be stated that H0 is accepted, so it is known that transformational leadership does not play a role in improving managerial performance in the National Strategic Project work area.

- b) Transformational leadership plays a role in increasing organizational commitment in the National Strategic Project work area.
H0: Transformational leadership does not play a role in increasing organizational commitment.

H1: Transformational leadership plays a role in increasing organizational commitment.

Based on the results of data processing with SmartPLS, the T-Statistics value (2.645) > 1.96 is obtained. Based on this value, it can be stated that H0 is rejected, so it is known that transformational leadership plays a role in increasing organizational commitment in the National Strategic Project work area.

- c) Organizational commitment plays a role in improving managerial performance in the National Strategic Project work area.
H0: Organizational commitment does not play a role in improving managerial performance.
H1: Organizational commitment plays a role in improving managerial performance.
Based on the results of data processing with SmartPLS, the T-Statistics value (2.472) > 1.96 is obtained. Based on this value, it can be stated that H0 is rejected, so it is known that organizational commitment plays a role in improving managerial performance in the National Strategic Project work area.
- d) Transformational leadership plays a role in improving managerial performance, mediated by organizational commitment in the National Strategic Project work area.
H0: Transformational leadership does not play a role in improving managerial performance mediated by organizational commitment.
H1: Transformational leadership plays a role in improving managerial performance, mediated by organizational commitment.
Based on the results of data processing with SmartPLS, the T-Statistics value (1.489) < 1.96. Based on this value, it can be stated that H0 is accepted, so it is known that transformational leadership does not play a role in improving managerial performance mediated by organizational commitment in the National Strategic Project work area.

Table 7
Hypothesis Test Results

Hypothesis	Path	T-Statistics	Result
H1	Transformational Leadership (X) → Managerial Performance (Y)	1,683	Rejected
H3	Transformational Leadership (X) → Organizational Commitment (Z)	2,645	Accepted
H5	Organizational Commitment (Z) → Managerial Performance (Y)	2,472	Accepted
H6	Transformational Leadership (X) → Organizational Commitment (Z) → Managerial Performance (Y)	1,489	Rejected

Source: Questionnaire (Processed, 2022)

The results of hypothesis testing are explained by the T-Statistics value on each path between variables. This value can then explain the acceptance or rejection

of the hypothesis. The hypothesis describes the cause-and-effect relationship between variables in the study. Based on the results of hypothesis testing, it can be seen that there are accepted hypotheses and rejected hypotheses. The hypothesis can be rejected if the T-Statistics test value is > 1.96 . Hypothesis testing whose results are accepted are H3, H4, H5, and H7, while hypothesis testing whose results are rejected are H1, H2, and H6.

3.2 Discussion

3.2.1 Role of Transformational Leadership (X) in Improving Managerial Performance (Y)

Transformational leadership is a participatory leadership style that increases morale, internal motivation, and team performance so as to produce changes in the mindset and behavior of subordinates with four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Based on the results of the path analysis test for hypothesis H1 with SmartPLS, the T-Statistics value ($1.683 < 1.96$). Based on this value, it can be stated that H0 is accepted, so it is known that transformational leadership does not play a role in improving managerial performance.

This is not in line with research conducted by Yuwono et al. (2021), which states that transformational leadership has a role in improving managerial performance. Transformational leadership does not play a role in improving managerial performance on national strategic projects in Kolaka Regency, Southeast Sulawesi Province. Based on the test results, it can be seen that the better the transformational leadership of a leader, the less it plays a role in improving managerial performance.

Descriptive statistical analysis shows that transformational leadership has inspirational motivation, idealized influence, intellectual stimulation, and excellent individual consideration but does not play a role in improving managerial performance. The analysis is based on the characteristics of the respondents contained in the classification. The analysis of the characteristics of respondents in the classification of job types that are dominated by technical work is not too concerned with how a person's way of leading affects his performance. This is because technical work prioritizes clear rules and systems compared to transformational leadership.

3.2.2 The role of transformational leadership (X) in increasing organizational commitment (Z)

Transformational leadership is a participatory leadership style that increases morale, internal motivation, and team performance so as to produce changes in the mindset and behavior of subordinates with four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Based on the results of the path analysis test for hypothesis H4 with SmartPLS, the T-Statistics value ($2.645 > 1.96$) is obtained. Based on this value, it can be stated that H0 is rejected, so it is

known that transformational leadership plays a role in increasing organizational commitment.

These results are in accordance with the results of previous research, namely Senjaya & Anindita (2020), which stated that transformational leadership has a role in increasing the organizational commitment of mining industry employees. Transformational leadership has a very important role in increasing the morale, internal motivation, and performance of employees in the team they lead. This means that the better the transformational leadership of a leader, the stronger the organizational commitment of the team leads.

Descriptive statistical analysis shows that transformational leadership has inspirational motivation, idealized influence, intellectual stimulation, and excellent individual consideration and plays a role in increasing organizational commitment. The analysis is based on the characteristics of the respondents contained in the classification. The analysis of the characteristics of respondents in the classification of gender and type of work is in accordance with the needs of employees, so it plays a role in increasing organizational commitment. This is because the company system is good at managing work according to the gender of each employee, and the type of work has been adjusted to employee competency standards.

3.2.3 The role of organizational commitment (Z) in improving managerial performance (Y)

Organizational commitment is a psychological relationship that is mutually maintained between employees and organizations. Organizational commitment can reduce the likelihood that employees will leave an organization. Based on the results of the path analysis test for hypothesis H3 with SmartPLS, the T-Statistics value $(2.472) > 1.96$. Based on this value, it can be stated that H_0 is rejected, so it is known that organizational commitment plays a role in improving managerial performance. This is in line with research conducted by Widyawati and Sari (2017), which shows that organizational commitment has a role in improving managerial performance. Organizational commitment plays a role in improving managerial performance on national strategic projects in Kolaka Regency, Southeast Sulawesi Province. Based on the test results, it can be seen that the better the organizational commitment, the better the managerial performance.

Descriptive statistical analysis shows that affective commitment, continuity commitment, and normative commitment are very good and play a role in improving managerial performance. This analysis is based on the characteristics of each classification. Organizational commitment can improve managerial performance due to the characteristics of the type of leave and grouping of work placement rings that are in accordance with the needs of the company and employees.

3.2.4 The role of transformational leadership (X) in improving managerial performance (Y), mediated by organizational commitment (Z)

Transformational leadership is a participatory leadership style that increases morale, internal motivation, and team performance so as to produce changes in the mindset and behavior of subordinates with four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Based on the results of the path analysis test for hypothesis H4 with SmartPLS, the T-Statistics value (1.489) > 1.96 is obtained. Based on this value, it can be stated that H0 is accepted, so it is known that transformational leadership does not play a role in improving managerial performance mediated by organizational commitment.

This result is not in line with the results of research by Ausat et al. (2022), which states that transformational leadership plays a role in increasing organizational commitment and managerial performance. Transformational leadership does not play a role in improving managerial performance mediated by organizational commitment in the National Strategic Project in Kolaka Regency, Southeast Sulawesi Province. These results indicate that organizational commitment cannot be used as a mediating role for transformational leadership in improving managerial performance on national strategic projects in Kolaka Regency, Southeast Sulawesi Province.

Descriptive statistical analysis shows that transformational leadership has inspirational motivation, idealized influence, intellectual stimulation, and excellent individual consideration but does not play a role in improving managerial performance. The analysis is based on the characteristics of the respondents contained in the classification. Analysis of the characteristics of respondents in the classification of job types according to the type of education level dominated by technical work with bachelor degree education is not too concerned with how a person's way of leading influences his performance. This is because technical work prioritizes clear rules and systems compared to transformational leadership.

3.2.5 Research Limitations

This study has limitations that need to be considered for future studies, including:

- a. The objects studied in this study are limited to 3 companies in the same work area, namely in the National Strategic Project work area in Kolaka Regency, Southeast Sulawesi Province, so other researchers need to conduct further research in other work areas with different locations.
- b. The variables used in this study consist of only one independent variable (transformational leadership), one mediating variable, namely organizational commitment, and one dependent variable, namely managerial performance.
- c. The main data used in this study is a questionnaire, so there is a possibility that respondents do not provide answers in accordance with the actual situation.

- d. The limited literature of previous research results that researchers still lack, especially regarding the effect of organizational commitment on managerial performance, means that the discussion of these problems is still lacking.

4. Conclusion

Transformational leadership does not play a role in improving managerial performance, so it can be concluded that better transformational leadership does not improve managerial performance. Transformational leadership plays a role in increasing organizational commitment, so it can be concluded that the better the transformational leadership, the greater the organizational commitment. Organizational commitment plays a role in improving managerial performance, so it can be concluded that the better organizational commitment, the more managerial performance will improve. Transformational leadership, which is mediated by organizational commitment, does not play a role in improving managerial performance, so it can be concluded that the better the role of organizational commitment in mediating transformational leadership, the less it improves managerial performance in the work area of the National Strategic Project. From the results and discussion, suggestions that researchers can make are as follows there is a need to reduce the role of company owners regarding transformational leadership in managerial performance so that managerial performance increases. Future research can expand the scope of research by adding research objects, such as grouping employee samples based on employee status (permanent or contract) and place of work with a balanced sample size. This is necessary to provide more representative results. Future research can look for research gaps that are not in line with previous research. Further research can add research variables, both endogenous and mediating variables.

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