

IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP TO INFLUENCE AFFECTIVE COMMITMENT THROUGH PERCEIVED ORGANIZATION SUPPORT

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Abstract: *This research aims to analyze the influence of transformational leadership on affective commitment through perceived organizational support at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Office. The research method uses path analysis with partial least squares - Structural Equation Model (SEM - PLS) on 40 employee respondents. The research results show that transformational leadership has a positive and significant effect on affective commitment and perceived organizational support. Apart from that, perceived organizational support also has a positive and significant effect on affective commitment. These results indicate that perceived organizational support mediates the effect of transformational leadership on affective commitment. These findings provide important implications for human resource management practitioners in increasing employee commitment and performance through the development of transformational leadership and perceived organizational support.*

Keywords: *Transformational Leadership, Affective Commitment, Perceived Organization Support*

1. Introduction

Human Resources (HR) are the most crucial assets for organizations, both government and non-government, human resources have changed the way organizations recruit, develop and maintain talent. They highlight the use of data analytics tools to support decision making in human resource management (Mangkunegara, 2017). Therefore, the success of an organization in achieving organizational goals cannot be separated from its human resources. Competent human resources and high commitment to the organization resulting from quality human resource management (Rivai, 2014).

Commitment influences a worker to remain as a member of the organization or leave to pursue other work. Organizational commitment has several different dimensions, one of which is affective commitment. Affective Commitment is defined as an employee's desire to remain part of the organization, with the consideration that if he leaves, he will face the risk of loss (Suwatno and Priansa, 2018). There are several factors that can influence employee affective commitment, such as organizational characteristics, namely the way leaders make policies in the organization, then the existence of organizational support which forms employees' emotional commitment to their organization (Yusuf, M., & Syarif, 2018). Affective commitment focuses on individuals' positive feelings towards the organization where they work, which includes a sense of emotional and effective attachment to the organization. With high commitment, employees will feel more responsible in carrying out their work so that performance will increase. This can be seen from

the results of the Pre Survey that we conducted on 30 employee respondents DPMPTSP Tebing Tinggi City.

Based on the pre-survey we conducted, it was discovered that there were problems with the leadership at the Tebing Tinggi City Investment Service Office which was still not optimal in accommodating the aspirations, thoughts and ideas of its employees. which shows that there are 63.6% of respondents who answered no to the statement that employees have a sense of attachment to this organization. This happens because the leadership role still lacks firmness in giving instructions to its employees. So affective commitment can strengthen the ability of transformational leaders to influence, inspire and motivate their teams, creating a positive synergy between employee affective commitment and leadership effectiveness, in other words affective commitment can increase the level of trust and loyalty between employees and leaders. This trust is an important foundation for transformational leadership, because leaders need support and trust from their team to motivate and inspire, but at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu office, leaders are not yet fully able to grow the confidence of their employees to be able to do their work. them, this is supported by a pre-survey that was conducted where it was found that 56.7% of respondents answered "No" to the DPMPTSP leadership's statement that it increased my confidence in doing my job. This is because there is still a gap between leaders and employees which results in performance synergy between leaders and employees not being fully achieved.

In connection with this problem, some employees feel that their existence is less appreciated. Leaders need to take proactive steps to address these issues firmly but fairly, ensure that rules are consistently enforced, and support employees in overcoming obstacles they may face. with strong and trusted relationships, Perceived Organizational Support is able to support its employees with leaders having to regularly communicate with employees, listen to their concerns, and provide constructive feedback, as well as providing support and development such as providing special training and development to help employees reach their full potential them, and this cannot be separated from leadership guidance through mentoring and coaching to support employees' professional and personal growth. With this, employees will feel increasingly valued. In this way, leaders can strengthen their affective commitment, increase productivity, and maintain a positive work culture in the organization and are able to involve employees in making organizational decisions in achieving the organization's vision and mission well, because if employees are not involved in various decision making or policies it can cause feelings of employee participation or commitment to the organization becomes low and Transformational Leadership can influence the Affective Commitment of employees so that they can retain employees to work in the organization, this is supported by the results of research by (Stinglhamber *et al.*, 2015; Mesu, Sanders and Riemsdijk, 2015; Gyensare *et al.*, 2016; Islam, T., Tariq, J., & Usman, 2018; Mañas-Rodríguez *et al.*, 2020; astuty And Udin, 2020 and Jufrizen *et al.*, 2023), which states that Transformational Leadership has a significant effect on Affective Commitment. Perceived organizational support itself is the extent to which the organization can appreciate the contributions made and pay attention to the welfare of its employees. Perceived organizational support is one of the forces that can influence employee behavior to improve their performance (Egrifa Ovelina Simanjuntak, 2023). The results of research conducted by (Panuju and Mangundjaya, 2018; Intan Tiara Gumelar and Suhana, 2022; Lie, Saraswati and Lie, 2023; Rismawan, 2017 and Purwono *et al.*, 2023) states that there is a direct relationship between Perceived organizational support and Affective organizational commitment.

The aim of this research is to determine and analyze the influence of transformational leadership on affective commitment through perceived organizational support in the office Dinas

Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Tebing Tinggi city. The hypothetical is as follows

- H1 : Transformational leadership influences affective commitment in the office Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Tebing Tinggi city
- H2 : Transformational leadership influences perceived organizational support in the office Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Tebing Tinggi city
- H3 : Perceived organizational support influences affective commitment in the office Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Tebing Tinggi city
- H4 : Transformational leadership influences affective commitment, mediated by perceived organizational support in the office Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Tebing Tinggi city

2. Research Method

Quantitative research is defined as a research method that is based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, analyzing quantitative statistical data, with the aim of testing predetermined hypotheses (Sugiyono, 2019). This research was conducted at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP). This research was conducted in February - May 2024. The population used in this research was 40 employees of the State Civil Service (ASN) and non-ASN in the Tebing Tinggi City DPMPTSP. Due to the small population (less than 100 people), the researcher used a non-probability sampling technique with the census method as a sampling technique. The census method means that all subjects or objects in the population are sampled in the research, so that the sample used in this research was 40 respondents. Data collection was carried out by distributing questionnaires to respondents. The data analysis technique in this research uses statistical analysis, namely partial least squares - Structural Equation Model (SEM - PLS) which aims to carry out path analysis with latent variables, with the help of the SmartPLS 3 software application.

3. Results and Discussion

3.1. Results

Evaluation Model Measurement (Outer Model)

In this section the researcher describes the research results based on the processing and interpretation of statistical data.

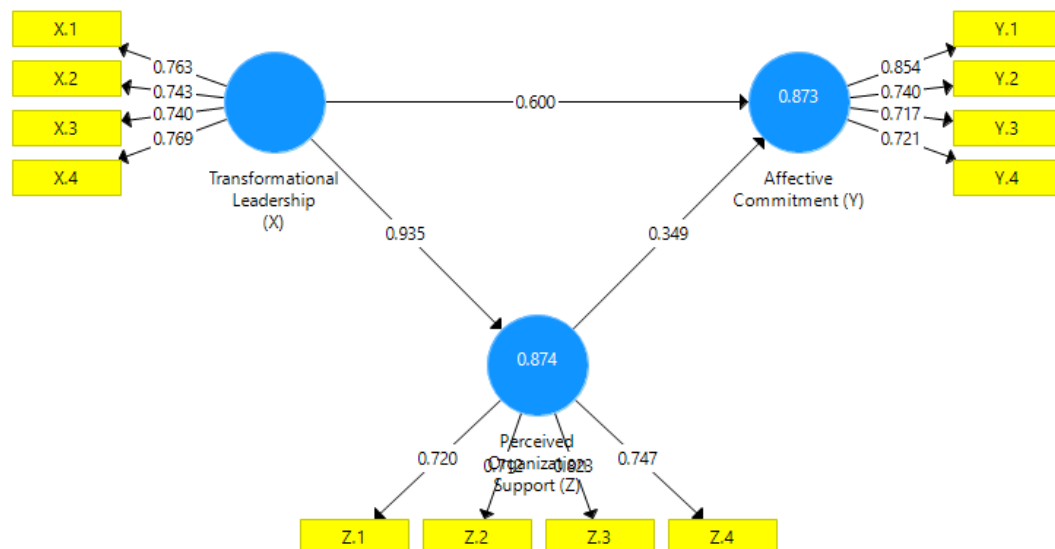


Figure 1 Outer Model Test Results

The results of this research which is the independent variable is Transformational Leadership which is measured through X.1 - Support is measured through Z.1 – Z.4. Measuring the concepts of accuracy and precision (reliability) in research, as a measure of reliability, namely composite reliability and Cronbach alpha.

Tabel 1
Composite Reliability Assessment

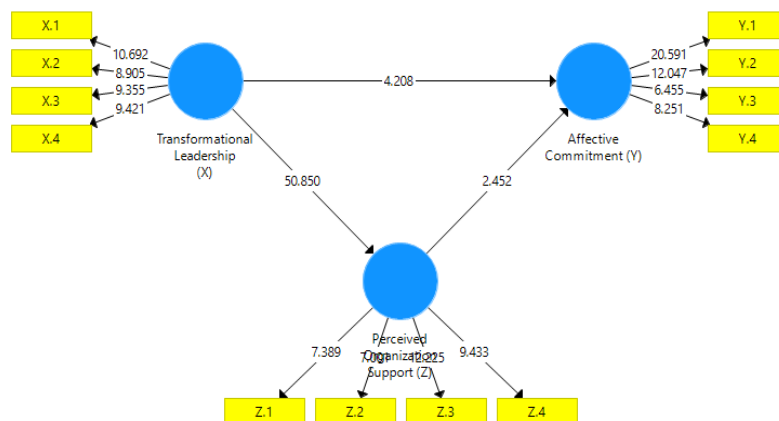
Variabel	Composite Reability	Cronbach Alpha
<i>Affective Commitment (Y)</i>	0,845	0,754
<i>Perceived Organizational Support (Z)</i>	0,838	0,742
<i>Transformational Leadership (X)</i>	0,840	0,747

Source: processed data

He results of reliability testing show that all variables are reliable because they meet the criteria for the Composite Reliability assessment, namely having a value above 0.7. Where the Transformational Leadership Style, Affective Commitment and Perceived Organizational Support variables have values above 0.7, meaning they are reliable and valid, so that all assessments have met the estimates in the outer model assessment. Meanwhile, in Figure 1, the research results conclude that all indicators have loading factor values above 0.50. This means that the indicators used in this research have met the criteria for loading factors so that the data will be used as primary data that will be processed for the next step.

Structural Model Evaluation (Inner Model)

Testing the inner model uses the t test according to the structural path parameters and the R-square value of the research model to determine the significance of the relationship between latent variables. The results obtained using the structural model via SmartPLS 3.0 in the research are as follows:



Source: processed data

Figure 2
Structural Model (Inner Model)

R-square

Testing the R-square value, which is a model suitability test, is a way of testing the inner model. The following is a summary of the R-square results shown in Table 2.

Table 2
Coefficient of Determination

Variabel	R-Square	R-Square Adjusted
<i>Perceived Organizational Support(Z)</i>	0,873	0,866
<i>Affective Commitment (Y)</i>	0,874	0,871

Source: processed data

Table 2 shows that the Adjusted R-Square value of Perceived Organizational Support is 0.866, meaning that the ability of the Transformational Leadership variable to influence the Perceived Organizational Support variable is 86.6%, in accordance with the Rule of thumb, 0 – 0.3 weak category, 0.3 – 5 category moderate and > 5 strong categories. Based on the results of the determinant coefficient in Table 3, the influence of Transformational Leadership on Perceived Organizational Support is in the strong category. Furthermore, for Affective Commitment based on the Rule of thumb, it is influenced by Transformational Leadership through Perceived Organizational Support of 0.871 or 87.1%, in accordance with the Rule of thumb, 0 – 0.3 weak category, 0.3 – 5 moderate category and > 5 strong category. Based on the calculation results, the influence of Transformational Leadership on Affective Commitment through Perceived Organizational Support is in the strong category with a percentage of 86.6% and the rest is explained by other variables outside those studied.

Table 3
Direct Effect Assessment

	Origin al Sample (O)	Sam ple Mean (M)	Standar d Deviation (STDEV)	T Statistics (O/S T DE V)	P Values
<i>Perceived Organizational Support (Z) -> Affective Commitment (Y)</i>	0,349	0,364	0,142	2,452	0,015
<i>Transformational Leadership (X) -> Affective Commitment (Y)</i>	0,600	0,586	0,142	4,208	0,000
<i>Transformational Leadership (X) -> Perceived Organizational Support (Z)</i>	0,935	0,937	0,018	50,850	0,000

Source: processed data

The results of the direct effect assessment to see the results of hypothesis testing with t-statistics can be explained as follows:

1. The Influence of Perceived Organizational Support on Affective Commitment. Perceived Organizational Support for Affective Commitment has a T-Statistic value of 2.452 which is greater than the t statistic > 1.96. Furthermore, by looking at the P value of 0.015, this value is smaller than 0.05. These results explain that Perceived Organizational Support has a positive and significant effect on Affective Commitment.
2. The Influence of Transformational Leadership on Affective Commitment. Transformational Leadership towards Affective Commitment has a T-statistic value of 4.208 which is greater than the t statistic <1.96. Furthermore, by looking at the P value of 0.000, this value is smaller than 0.05. These results explain that Transformational Leadership has a positive and significant effect on Affective Commitment.
3. The Influence of Transformational Leadership on Perceived Organizational Support. Transformational Leadership on Perceived Organization Support has a T-Statistic value of 50.850 which is greater than the t statistic > 1.96. Furthermore, by looking at the P value of 0.000, this value is smaller than 0.05. These results show that Transformational Leadership has a positive and significant effect on Perceived Organizational Support.

Table 4
Indirect Effects Assessment

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/ST DEV)	P Values
<i>Transformational Leadership (X) -> Perceived Organizational Support (Z) ->Affective Commitment (Y)</i>	0,327	0,342	0,135	2,425	0,016

Source: processed data

The influence of Transformational Leadership on Affective Commitment through Perceived Organizational Support can be seen through the T-Statistics test results of 2.425 which is greater than the t-table statistic of 1.96. Then, if you look at the P-Values value, it gets a value of 0.016 which is smaller than 0.05, from these results it can be concluded that Perceived Organizational Support is able to mediate the influence of Transformational Leadership on Affective Commitment.

3.2. Discussion

The Influence of Transformational Leadership on Affective Commitment

Transformational Leadership has a positive and significant effect on Affective Commitment from the research results. This shows that Affective Commitment increases as Transformational Leadership improves. The results of this study are in accordance with (Cen, 2021) The influence of service leadership on the affective commitment of Medan City STIE lecturers has the greatest and dominant influence. The development of effective transformational leadership can be implemented through training programs in organizations. Organizations in particular need to develop the core competencies of transformational leadership, such as communication skills, communicating a vision, setting the right example, empowering followers and building good interpersonal skills. Transformational leadership is believed to have a positive impact on employee proactive behavior. One of the prosocial behaviors that companies need to increase competition is employee voice behavior (Istiqomah et al., 2022)

The Influence of Transformational Leadership on Perceived Organizational Support

transformational leadership has a positive and significant effect on perceived organizational support on the results of this research. This shows that the greater the organization's support for employees, the greater the improvement in transformational leadership. The results of this study are in accordance with (Setiawan & Frianto, 2020) Perceived organizational support is influenced by transformational leadership significantly and positively. Transformational leadership can influence perceived organizational support (POS) through several mechanisms. Transformational leadership creates a work environment that is oriented towards the organization's vision and mission, where employees feel supported and empowered to achieve organizational goals. In such a work environment, employees tend to feel more valued and supported by their organization.

The Influence of Perceived Organizational Support on Affective Commitment

Based on the results of testing the influence of transformational leadership on perceived organizational support, it can be concluded that there is a significant influence between perceived organizational support and affective commitment. The results of this research are in accordance with those carried out by (Intan Tiara Gumelar & Suhana, 2022) that perceived organizational support has a simultaneous or partial effect on affective commitment, this means that the higher the perceived organizational support, the higher the employee's affective commitment.

So Perceived organizational support will increase employee affective commitment by creating an obligation to care about the welfare of the organization, and based on norms of reciprocity the organization is also obliged to pay attention to the welfare of its employees. The experiences that arise from employees as a result of a continuous reciprocal process with the organization will lead to employee satisfaction with the welfare of the organization.

The Influence of Transformational Leadership on Affective Commitment Through Perceived Organizational Support

Based on the results of simultaneous testing, the influence of transformational leadership on affective commitment is mediated by perceived organizational support. It can be concluded that perceived organizational support mediates the influence of transformational leadership on affective commitment. This is supported by the results of research conducted by (Setiawan & Frianto, 2020) This reveals that transformational leadership is able to have a direct or indirect influence on Affective commitment through perceived organizational support.

Transformational leadership has a positive influence on employee affective commitment through increasing perceived organizational support. Transformational leaders create a supportive and respectful work environment, which increases employees' perceptions that the organization supports them. High perceived organizational support then increases employee affective commitment, creates a strong emotional attachment to the organization and increases employee loyalty and performance.

4. Conclusion

From the results of the tests that have been carried out, the results of the research can be concluded as follows, Transformational leadership has a positive and significant effect on affective commitment at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) office. Transformational leadership has a positive and significant effect on perceived organizational support at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) office. Perceived organizational support has a positive and significant effect on affective commitment at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) office. Perceived organizational support mediates the influence of transformational leadership on affective commitment at the Tebing Tinggi City Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) office.

The suggestions that can be given in this research are as follows. Recognition and Rewards, leaders must recognize and provide rewards for employees' extraordinary efforts and performance which can ultimately increase employee work motivation and commitment to the organization. Building interpersonal relationships, encouraging the formation of positive and mutually supportive relationships between colleagues and between superiors and employees can increase a sense of identification and emotional attachment. Policy Transparency openly explains organizational policies and reward criteria to provide a sense of fairness and equality to all employees. For further research, researchers can examine other variables, not only transformational leadership and perceived organizational support. Researchers can add other variables and increase the research period to get more accurate results on what actually influences affective commitment the most.

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