



LEADERSHIP AND ORGANIZATIONAL COMMITMENT AS ANTECEDENTS OF CIVIL SERVANT PERFORMANCE: A MEDIATING ANALYSIS

Ratno Purnomo

Universitas Jenderal Soedirman, Indonesia

*Email corresponding author: ratno.purnomo@unsoed.ac.id

Diterima 11/06/2021 Direvisi 07/07/2021 Diterbitkan 30/09/2021

Abstract

Empirical studies into leadership and organizational commitment have widely been conducted in private organizations, but a handful of the same research has been undertaken in non-profit organizations. The aim of this research was to examine the role of leadership and organizational commitment in predicting job performance in the context of government organization. The study used a sample of 197 persons, consisting of civil servants located in Central Java, Indonesia. The response rate was 78.8 percent. The independent variable comprises of leadership and organizational commitment, and job performance as dependent variables. Valid and reliable items were used for the variable measurement. Hierarchical regression analysis results showed three major findings for this research: first, transformational leadership directly and positively influences various dimensions of organizational commitment and job performance. In addition, transactional leadership produces a significant influence merely on normative commitment. Second, continuance commitment and normative commitment directly and positively influence job performance. Third, continuance and normative commitment have mediating effects in the relationship between leadership and job performance. Practical implications for local government and suggestions for future research are discussed at the end of the article

Key Words: Transformational and Transactional Leadership, Commitment, Performance

INTRODUCTION

Some empirical facts denote that individual manner like commitment and their manner towards their leaders have significant effects on individual performances. Even, not only has an effect on individual performance but also on team performance as a whole. Jung and Avolio (2000) mentions that leadership have significant effects upon individual performance. The similar results were found in the research conducted by Judge and Piccolo (2000) and Dionne et al., (2003) revealed that the leadership, by and large, had significant effects towards individual, team, and organizational performances. Quite similar research finding by Bacha (2014) showed conclusively that leadership became the determining factor in the individual performance.

Job performance is not merely determined by leadership, but also by another factor like organizational commitment. Wrigth and Bonet (2002) bring forth another empirical finding that individual commitment to his or her organization possesses a significant influence on the individual performance. An individual who has a commitment to his or her organization tends to be discipline, rare absenteeism, and has the least possibility to leave his or her organization. Such state gives positive influences towards individual and organizational performances in the whole. Thus, organizational commitment yields positive impacts on individual performance (Tourigny et al., 2013; Susanti and Miradipta, 2013; and Dhammika et al., 2012). The commitment per se can be formed due to the presence of both transformational and transactional leadership (Wang, Ma, and Zhang, 2014; Kim and Kim, 2013; Bae, 2012 and Yang, 2012).

Most of the empirical results pertaining to both leadership and organizational commitment towards job performances, however, were undertaken in the prism of western culture. Besides, such researches were mostly held in private organizations whose orientation was to get profits. Factory and services industry are two dominant sorts of that organization. Therefore, there needs to be follow-up researches regarding leadership, organizational commitment, and individual performance with the eastern cultural grounds and non-profit governmental organizations.



Government organizations are the institutions whose main orientation is service. Local government and its entire entities are organized to provide give satisfactory services to society. Indonesia, in particular, has the regional autonomy with its all supporting entity, in which each region is authorized to organize and develop its own regency. As such, the governance of regional civil servant becomes essential in order that the regional government is capable of providing optimum services for the society in their territory. The good governance of the civil servant will yield a good performance of the civil servant as well so that the services become optimized. However, the governance of the regional civil servant is not sufficient only by giving the emphasis on technical and procedural aspects, but more important also on the substantial aspect especially on their attitude and behavior.

This turns out to be crucial since both aspects of attitude and behavior are very influential upon the increment of the work performance of civil servant. The service system excellence and the good work performance development program will not be optimized if the aspects of attitude and behavior of the civil servant are not put into account. In that light, this research is an attempt to study the aspects of attitude and behavior and their effects on the individual job performance of the regional staffs. More specifically, this research is focused upon the influences of leadership and organizational commitment toward the individual work performance. The job performance of the government officials was opted to be the outcome variable or dependent variable in as much as the work performance of the civil servant has recently been a serious concern in Indonesia. Many discourses affirming that performance assessment at this moment need betterment. The performance assessment with traditional approach seems to be in the qualitative and normative spheres. In this research, the work performance assessment is measured by giving a stress on the aspects that are quite related with such things as work, attitude and behavior. In addition, as elaborated beforehand, this research also emphasizes on the facets that affect the civil servant work performance. On the ground of the aforementioned research results, the effect of leadership on the job performance is mediated by organizational commitment. Accordingly, leadership and organizational commitment become the independent variables that have an influential effect.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Sarros and Santora (2001) and Judge and Bono (2000) expounds the Bass' theory (1985) that transformational and transactional leaderships each owns differing dimensions. The transformational leadership fundamentally has four dimensions, namely: (1) Idealized Influence, having charisma and giving good role model for his or her subordinates, (2) Inspirational Motivation, giving the clarity of vision and inspiration to his or her subordinates, (3) Intellectual Stimulation, reinforcing and ensuring his or her subordinates in resolving any existing problems independently, and (4) Individual Consideration, giving adequate attention to his or her subordinates, supervising them, and advising them properly. On the reverse, the transactional leadership is made up of three dimensions, including: (1) Contingent reward, providing proper reward to the high-achieving subordinate, (2) Management by exception-active, conducting job-monitoring and providing corrective actions, (3) Management by exception-passive, doing correction and intervention when the existing problems turn out to be more complicated.

Allen and Meyer (1990) ascribe that organizational commitment comprises of three components or dimensions, namely affective commitment, continuance commitment, and normative commitment. According to Meyer and Allen (1991), the construct of commitment embraces such elements as desire, need, and obligation represented in three components covering affective, continuance, and normative. The affective component refers to employee's emotion towards their organization, self-identification as an unseparate part of the organization, and their involvement in the organization. The continuance component is associated with the



expense that will emerge if somebody is leaving the organization, and the normative component refers to an individual responsibility to keep working in the organization (Allen & Meyer, 1990).

Van Scotter et al., (2000) distinguish employee job performance into two types. The first is job/task performance, covering patterns of staff behavior that have direct influence on producing products, services or activities that provide indirect support in core technical process of organization. By the time the staff uses his or her technical ability and knowledge in accomplishing a certain job, so his or her job performance is therefore called job or task performance. The second is contextual performance comprising of the patterns of staff behavior that are supportive within the psychological and social contexts in performing a certain task. When a staff is assisting another staff, cooperating with direct superior or getting involved in the ways of organizational processes, then his or her job performance is categorized as contextual job performance.

Figure 1 visualize the relationship between transformational and transactional leader, organizational commitment and job performance. Empirical facts indicate that leadership has a significant influence on organizational commitment (Podsakoff et al., 1996; Yousef, 1998). This is also shown by the research result conducted by Lee (2004) in which there is a significant effect between leadership and organizational commitment. The research result done by Baek (2012), Wang et al., (2014) and Dunn et al. (2012) obviously denote that transformational leadership affects significantly towards organizational commitment. This is supported by the research result held by Kim and Kim (2013) marking that transformational leadership significantly influences affective commitment. The transformational leadership which gives an emphasis on role model, charisma, provision of supervision, clarity of organizational vision, asserts inspiration in problem solving and derives subordinates to become better will upgrade the subordinate commitment for the organization (Rowden, 1999). The leader that becomes a good role model for his subordinates pertaining to diverse matters related with tasks and self-development will create a positive impression on his subordinates. In other words, the transformational leadership is the leadership that has (idealized influence). The leader that has charisma can easily tie an individual to keep staying in an organization for a long term. This occurs because someone who has been close with his leader and has a strong relation will feel uneasy to release his social investment. When someone is afraid of losing his social investment with his leader, then the leader's influence has strengthened his continuance commitment.

H_{1a}: Transformational leadership has influences towards the affective commitment.

H_{1b}: Transformational leadership has influences towards the continuance commitment.

H_{1c}: Transformational leadership has influences towards the normative commitment.

The organizational commitment is not only determined by the transformational leadership, but also by transactional leadership (Baek, 2012). Judge and Bono (2000) state that transactional leadership is not a concept which is contradictory with the transformational leadership. It is very likely that within a leader himself there are aspects of transformational leadership merged with transactional leadership. The reward awarded by a leader owing to having good job performance, leader's involvement and intervention in job routines, and leader's corrective feedback to improve job performance will have influences on organizational commitment. Hence, the proposed hypotheses are as follows:

H_{2a}: Transactional leadership has influences towards the affective commitment.

H_{2b}: Transactional leadership has influences towards the continuance commitment.

H_{2c}: Transactional leadership has influences towards the normative commitment.

Ricketta (2002) mentions that the correlation between the affective commitment and job performance is found to be weak in some previous researches because the review held only involved few number of research dealing with the affective commitment with the job performance and some researches do not differentiate the affective commitment and other



types of commitment such as normative and continuance commitment. Ricketta (2002) points out that the research results of Randall (1990) indicates a stronger correlation between organizational commitment and job performance if the researches were conducted on higher level workers (white collar workers), while Cohen (1991) denotes a strong correlation between organizational commitment and job performance on the sampled workers whose average of age is older and longer tenure.

The research results using meta-analysis approach held by Ricketta (2002) signify that the correlation between the organizational commitment and job performance will be stronger if it is measured by self--reported, in which the sample used is high-rank officers, and the type of job performance utilized is extra-role performance. Several previous researches showed that organizational commitment had significant effect to performance such as job performance (Maia and Bastos, 2019; Farooq and Tufail, 2017; and Dine, 2017) and other positive outcomes such as organizational citizenship behavior (Grego-Planer, 2019) and organizational innovation (Nikpour, 2018). The research result conducted by Wright and Bonett (2002) using meta-analysis approach indicates that there is an influence of moderation of tenure towards the correlation between the organizational commitment and job performance.

A person who has a high organizational commitment will show a better result or job performance compared with the worker with low commitment or even with no commitment at all. A person with a highly affective commitment will support organizational values and goals. A worker with a good normative commitment will demonstrate his loyalty by undertaking his responsibility. An employee who has continuance commitment will keep on working in order that his needs are persistently met. Such things will give a positive effect towards the job performance resulted. Based on the exposition of the theories and research results, the hypotheses that will be tested are the following:

H_{3a}: Affective commitment has significant influences towards the job performance.

H_{3b}: Continuance commitment has significant influences towards the job performance.

H_{3c}: Normative commitment has significant influences towards the job performance.

Some research results indicate that there is a significant influence between leadership and job performance, be it organizational, team or individual performance (Judge and Piccolo, 2004). Dionne et al. (2003) reveals that transformational leadership has a significant influence on team job performance. The research result held by Jung and Avolio (2000) shows that transformational and transactional leadership have a significant influence on subordinate job performance. The research result held by Bacha (2013) also indicated that transformational leadership has a positive effect on task performance. More specific, research held by Kim and Kim (2013) also showed that transformational **leadership** had significant effect on affective commitment. The previous research also showed identical results such as Baek (2012), Yang (2012), Ullah et al. (2018), Hongdao et al. (2019), Lan et al. (2019), Eliana dan Muzakki (2019), and Nasra and Arar (2020). So, the hypotheses that will be tested are the following:

H₄: Transformational leadership has a significant impact on job performance.

H₅: Transactional leadership has a significant impact on job performance.

Transformational and transactional leadership have a direct impact on job performance. Yet, such models also indicate that the organizational commitment can mediate a relation between job satisfaction and job performance. A person who is satisfied with his own job will show his commitment towards the organization which eventually will influence one's job performance. Thus, job satisfaction does not have a direct influence towards job performance, but it is mediated by the organizational commitment.

Either transformational or transactional leadership has the aspects that can upgrade individual job performance. However, the organizational commitment can mediate such relation. This means that leadership does not directly influence the job performance, but mediated by



other variables namely organizational commitment. The research result conducted by Jung and Avolio (2000) as well as by Yousef (1998) altogether point out that there is another variable that mediates the influence of transformational and transactional leadership on job performance.

Likewise, on the basis of the model of such hypotheses testing, the leadership will have an influence on the organizational commitment, be it affective commitment, normative commitment, or continuance commitment. The organizational commitment which is caused by leadership style will eventually give impact on job performance. A worker who has organizational commitment will show his support on the organizational goal, who are obliged to devote to his job and try hard continuously to work to meet his needs. This matter will finally have an impact on job performance. This implies that the organizational commitment can have an impact as a mediator on the relation between leadership style and job performance.

Some empirical reseaches have shown that the organizational commitment plays not only as antecedent variable as a mere consequence, but also as a mediating variable. The research result conducted by Allen and Meyer (1991) as cited by Clugston (2000) indicates a mediating effect of mediating organizational commitment (affective commitment, continuance commitment, and normative commitment) on the correlation between the work satisfaction and the intent to leave organization, in which the mediating effect is fully mediated. Meanwhile, the research result held by Clugston (2002) which is pure replication of the model of Meyer and Allen (1991) signifies that there is a mediating effect of organizational commitment partially mediated on the correlation between the work satisfaction and the intent to leave the organization. The research result by Lum et al. (1998) marks the mediating effect of organizational commitment on the correlation between the work satisfaction and the intent to move to another organization. More recently previous research also showed the mediating **effect** of organizational commitment on the relationship between leadership and performance such as Nikpour (2018). Other **researches** showed that organizational commitment is an important mediating factors (Alzamel et al. 2020; Haque et al. 2019, Nikpour 2017, Akhtar et al. 2019 and Rehman et al. 2020). Based on the research results, the hypothese are created to test the mediating effect of the organizational commitment measured by using a three-component model on the correlation between transformational leadership and transactional leadership towards job performance.

H₆: The affective commitment, continuance commitment, and normative commitment have a mediating effect on the relation of transformational and transactional leadership towards job performance.

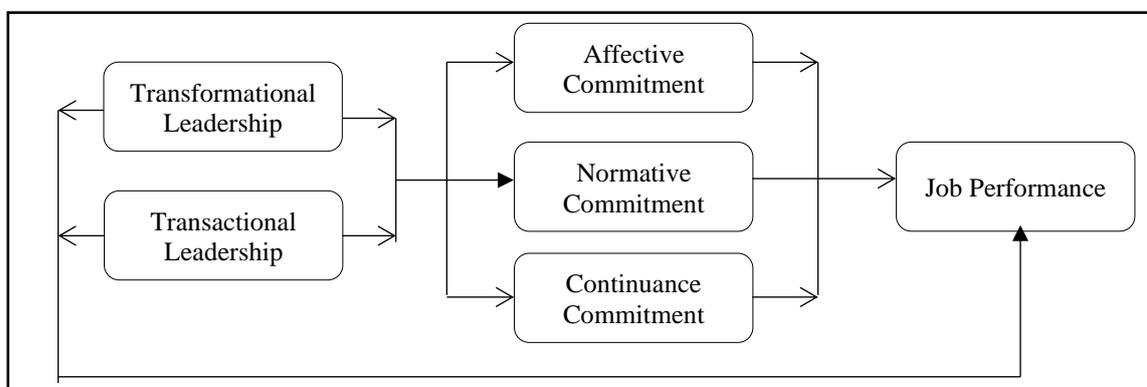


Figure 1. Hypothetical Model

RESEARCH METHODOLOGY AND DATA ANALYSIS

This research employs the survey research design in the form of questionnaire. The population of this research is the civil servants within the government of Banyumas Regency. The sampling technique used is purposive sampling in which the research sample is chosen based on certain criteria (Cooper and Schindler, 2013), in order to attain an adequate sample relevant with



the goal of the research. The criteria of the respondent of this research are the civil servants that have been fully (100%) employed as civil servant that have been working for more than two years in the same institution. These two aspects become the criteria of the respondent because the staffs with these criteria have already felt so-called commitment and been able to judge the leadership styles of their superior.

The variables that are used in this research comprise of six variables, namely transformational leadership, transactional leadership, and organizational commitment consisting of three dimensions (affective, continuance, and normative) serving as independent variables. While individual job performance functions as dependent variable. The control variables that may have some effects on the correlation between job satisfaction and job performance are included in data analysis. The control variables cover among other things as work span, age level, and sex. The definition of each variable and the method of its measurement is depicted as follows: Leadership style consists of two variables, namely transformational and transactional leadership. The measurement of the leadership style refers Multifactor Leadership Questionnaire (Bass, 1990). The question item to measure the transformational leadership is based on four aspects: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The statement item to measure the transactional leadership is based on three aspects: contingent reward, management by exception-active, and management by exception-passive.

The organizational commitment variable is made up of three components entailing affective commitment/AC, continuance commitment/CC, and normative commitment/NC. Greenberg and Baron (2003) define 1) the affective commitment as the intent of someone to keep working in an organization since he has the concordance with the goals and values of the organization, 2) continuance commitment as the intent to keep working in an organization because he cannot leave the work due to financial consideration, 3) normative commitment as the intent of someone to keep working due to a sense of responsibility and other people's pressure. The measurement of organizational commitment is performed by using Three Component Model from Meyer and Allen (Meyer, Allen and Smith, 1993). Three component model is an instrument used to measure the organizational commitment by using multidimensional aspects including affective commitment, continuance commitment, and normative commitment.

Job performance is the result achieved by someone in performing his job. The measurement of job performance variable is actuated by using an instrument adopted from Wright et al. (1995). The instrument comprises of 10 statement items with five scales (1= very disagree; 2= disagree; 3= neutral; 4= agree; 5= very agree) and demonstrated to measure one's job performance by means of cross-sectional method. The questionnaire is given to a personnel or head of section, and they are asked to measure the job performance of the research sample that belongs to their responsibility.

RESULT AND DISCUSSION

Respondents Profile

The spread of questionnaire was conducted in the government institutions in Banyumas Regency. The number of questionnaires spread was 250 exemplars. The number of questionnaires returned was 197 exemplar or with a response rate of 78, 8 percent. The number of male respondents was 125 people or 63,5 percent, while the number of female respondents was 72 people or 36, 5 percent. The respondents consist of 2 people or 1 percent from rank I; 33 people or 16, 8 percent from rank II; 149 people or 75, 6 percent from rank III; and 13 people or 6,6 percent from rank IV. The respondents' levels of education comprise of Junior High graduates, that is 2 percent; Senior High graduates, that is 31,5 percent; undergraduate graduates that is 45,2 percent, Master Degree graduates, that is 8,1 percent, and Diploma Program covering 13,2 percent.



Descriptive Statistics

Table 1 displays statistical information covering mean, standard deviation, a correlation inter-variables. The statistical result indicates that the whole seven variables including transformational leadership, transactional leadership, work performance, affective commitment, continuance commitment, normative commitment, a work performance have the standard deviation which are not high. It is said not high because the values of the five standard deviations do not exceed their mean value. The higher the value of standard deviation, the higher the data deviate from their mean value. Conversely, the smaller the value of standard deviation, the data crunch around the mean and does not show varied variances (Kuncoro, 2000).

Table 1. Standard Deviation, Mean, Correlation

No.	Variables	Mean	S.D	1	2	3	4	5	6
1	Affective	25,010	4,492	1	0,528**	0,365**	0,660	0,215**	-0,009
2	Continuance	21,411	5,983		1	0,592**	-0,010	0,212**	0,094
3	Normative	15,188	3,339			1	0,165*	0,280**	0,338**
4	Job Perf.	29,487	3,336				1	0,365**	0,063
5	Transformat.	40,939	6,005					1	0,174*
6	Transactional	15,700	2,953						1

Significant Level: *p<0.05; **p<0.01; ***p<0.001

Table 1 denotes that the coefficient values of the seven variables vary from 0.009 to 0.592. The correlational value indicates that the whole research variables do not undergo multicollinearity. As a rule of thumb, multicollinearity occurs when the correlational values between variables exceed 0,8.

Hypothesis Examination

Table 2 depicts the results of hypothesis testing with the regression analysis. Model 1 denotes the regression results to test hypothesis 1 (H1a, H1b and H1c) and hypothesis 2 (H2a, H2b and H2c). Model 2 shows the regression results to test hypothesis 3 (H3a, H3b, and H3c), hypothesis 4, and hypothesis 5. Model 3 signifies the results of mediating regression to test hypothesis 6.

Table 2. Summary of Regression Results

Independent Variables	Model 1		Model 2		Mediation Model		
	Aff. Com.	Cont. Com.	Norm. Com.	Job Perf.	Aff.Com.- Perf.	Cont.Com- Perf.	Norm.Com- Perf.
	β	β	β	β	β	β	β

Leadership:

Transfort. Lead.	0,236**	0,203**	0,251***	0,346***	na	0,365***	0,330***
Transac. Lead.	-0,015	0,043	0,285***	-0,009	na	na	na

Org. Commitment:

Affective Com.				0,096			
Continuance Com.				-0,215*			
Normative Com.				0,234*			

^p<0.1 ; *p<0.05 ; **p<0.01; ***p<0.001

Hypothesis 1a assumes that the transformational leadership has a significant effect on the affective commitment. The results of regression analysis in Tabel 3 reveal that transformational leadership has a significant effect on the affective commitment (β = 0.236, p<0.01). This implies that hypothesis 1a is accepted. Hypothesis 1b assumes that the transformational leadership has a significant effect on the continuance commitment. The regression analysis result in Tabel 3



indicates that the transformational leadership produces a significant effect on the continuance commitment ($\beta = 0.203$, $p < 0.01$). This means that hypothesis 1b is supported. Hypothesis 1c assumes that the transformational leadership affects significantly the normative commitment. The result of regression analysis in Table 3 shows that the transformational leadership affects significantly the normative commitment ($\beta = 0.251$, $p < 0.001$). This affirms that hypothesis 1c is accepted. By and large, all these results support the research results done by Podsakoff et al., (1996), Rowden (1999), Lee (2004), Yang (2012), Kim and Kim (2013), and Wang et al. (2014).

Hypothesis 2a assumes that the transactional leadership has a significant effect on the affective commitment. The result of regression analysis in Table 3 demonstrates that the transactional leadership has no significant effect on affective commitment ($\beta = -0.015$, $p > 0.05$). This signifies that hypothesis 2a is not supported. This result is not in conjunction with the research result held by Podsakoff et al., (1996), Lee (2004), Rowden (1999) and Baek (2013). Hypothesis 2b assumes that transactional leadership has a significant effect on the continuance commitment. The result of regression analysis in Tabel 3 denotes that the transactional leadership does not have a significant effect on the continuance commitment ($\beta = 0.043$, $p > 0.05$). This means that hypothesis 2b is not supported. Hypothesis 2c assumes that the transactional leadership has a significant effect on the normative commitment. The result of regression analysis in Tabel 3 denotes that the transactional leadership has a significant effect on the normative commitment ($\beta = 0.285$, $p > 0.001$). This implies that hypothesis 2c is supported. This result supports the result of research conducted by Podsakoff et al., (1996), Lee (2004), Rowden (1999) and Baek (2013).

Hypothesis 3a assumes that the affective commitment has a significant effect on the job performance. The result of regression analysis in Table 2 reveals that the affective commitment has no significant effect on the job performance ($\beta = -0.096$, $p > 0.05$). This indicates that hypothesis 3a is not supported. This result does not support the research result of Wright and Bonett (2002), Riketta (2002), Meyer et al., (1989), Cohen (1991). Yet, it is in line with the research result of Becker et al., (1996) and Astuti (2002) which postulates that the organizational commitment has no significant effect on the job performance. Hypothesis 3b assumes that the continuance commitment has a significant effect on the job performance. The result of regression analysis in Tabel 3 denotes that the continuance commitment has a significant effect on the job ($\beta = -0.215$, $p < 0.05$). However, its significance has a negative value. This means that hypothesis 3b is partially supported. This result supports the research result of Wright and Bonett (2002), Riketta (2002), Meyer et al., (1989), Cohen (1991). Hypothesis 3c assumes that the normative commitment has a significant effect on the job performance. The result of regression analysis in Table 2 denotes that the normative commitment gives a significant impact on the job performance ($\beta = 0.234$, $p < 0.05$). This implies that hypothesis 3c is accepted. This result supports the research result of Wright and Bonett (2002), Riketta (2002), Meyer et al., (1989), Cohen (1991).

Hypothesis 4 assumes that the transformational leadership has a significant effect on the job performance. The result of regression analysis in Table 2 indicates that the transformational leadership has a significant effect the job performance ($\beta = 0.346$, $p < 0.001$). This implies that hypothesis 4 is accepted. This result supports the research result of Judge and Piccolo (2004), Dionne et al., (2003), and Jung and Avolio (2000). Hypothesis 5 assumes that the transactional leadership has a significant effect on the job performance. The result of regression analysis in Table 3 indicates that the transactional leadership has a significant effect the job performance ($\beta = -0.009$, $p > 0.05$). This implies that hypothesis 5 is accepted. This result does not comply with the research result of Judge and Piccolo (2004), Dionne et al., (2003), and Jung and Avolio (2000).

Hypothesis 6 assumes that there is an effect of mediating organizational commitment on the relation between the leadership and job satisfaction on the job performance. The decision that the organizational commitment has a mediating effect has to follow the procedures and certain requirements that refer to the model developed by Kenny and Baron (1986). If one of the requirements is not met, then the examination of the mediation cannot be undertaken. Based on the result of serial regression analysis in Tabel 2, the effect of full mediating organizational



commitment does not occur at all, while the effect of partially mediated commitment takes place on the continuance and normative commitment. The continuance commitment mediates partially the effect of transformational leadership on the job performance ($\beta = 0.365$, $p < 0.001$), and partially mediates the effect of the job satisfaction on the job performance ($\beta = 0.366$, $p < 0.001$). On the other side, the normative commitment mediates partially the effect of transformational leadership on the job performance ($\beta = 0.330$, $p < 0.001$), and partially mediates the effect of job satisfaction on the job performance ($\beta = 0.305$, $p < 0.001$). The partial mediation takes place since by the time the continuance and normative commitment are put into the model, it does not change the significance, yet it only changes the width of beta value of regression coefficient. Thus, hypothesis 6 is supported partially.

This result implies that the individual perception towards his leaders will influence the commitment to his organization. The result consistent with research of Eliana and Muzakki (2019), Wang et al (2014) and Dunn et al. (2012). So, the commitment of a person is formed due to the existing roles of a leader. The transformational leadership that puts an emphasis on role-model, charisma, provision of supervision, clearly clarifying the vision of organization, giving inspiration in problem solving and making subordinates become better will increase their commitment to the organization (Rowden, 1999). The leader that gives role-model either to his subordinates regarding many aspects related with their jobs and self-development will create a positive impression on his subordinates. In other words, the transformational leadership is simply the leadership that has charisma. The leader that has charisma can easily tie an individual in his influence and slowly but surely this can make someone keep staying in the organization for a long period of time. This happens as a person who has felt close with his leader and has a strong relation will feel uneasy to leave his social investment. When a person is scared of losing his social investment with his leader, the leader's influence has strengthened the person's continuance commitment. An influential leader usually will transfer certain values to his subordinates. The values that the leader brings in will influence the organizational value and eventually form the values of other people. Hence, the closer a person to his leader, the more similar their value will be, the higher their affective commitment becomes. The same is true when a leader is able to provide influences to his subordinates so it causes the sense of value-debted for the subordinates, this certainly will form the person's normative commitment.

Someone who has a commitment to his organization tends to be reluctant to leave his organization and rarely gets off-duty. The organization which is dominated by highly committed workers tends to have low workforce turn-over. Yet, it does not mean that the job performance is not vital. Even, the job achievement or job performance plays a very important role in organization because the job performance is not only associated with someone who wants to stay or leave the organization (Meyer et al., 1989). The job performance becomes the basic base and consideration for an organization in deciding certain policies like promotion, demotion, termination, rewarding, compensation, and other policies pertaining to organizational resources particularly human resources.

A worker who has a high organizational commitment will show a better result or performance if compared with the low committed worker or the one who does not commitment at all. A person with a high affective commitment will support the values and goals of organization. A worker with a good normative commitment will demonstrate his loyalty by performing his tasks and responsibility. A staff having continuance commitment will keep on working so as to have his needs fulfilled. These things will have a positive impact the job performance resulted. This explanation of the research result supporting previous research such as Maia and Bastos, 2019; Farooq and Tufail, 2017; and Dine, 2017).

The results of data analysis indicate that the transformational leadership has a significant impact on the job performance. The results supporting previous research such as Ullah et al. (2018), Hongdao et al. (2019), Lan et al. (2019) and also Eliana and Muzakki (2019) and Nasra (2020). The aspects of transformational leadership including clarity of vision and mission,



motivation from leaders, support to work creatively and innovatively, leaders' involvement in problem solving of the subordinates have a positive effect on someone's working behavior. When someone has had a positive behavior, he will work better and eventually yields a good performance. The clarity of vision and mission from the leader will lead someone's activities so that the activities will be much more focused. This certainly will improve the job performance compared with the activities that are not focused because of unclarity of vision and mission.

CONCLUSION

The main contribution of this research is consequences of transformational and transactional leader in the context of civil servant in regional government. The results of the research reveal that the transformational leadership gives a significant impact on the three dimensions of organizational commitment and also give a significant impact on job performance. On the other side, the transactional leadership gives a significant impact merely on the normative commitment and gives an insignificant impact on the job performance. This fact shows that the commitment and the job performance of official staffs within the regency of Banyumas is determined by by the transformational leadership. This vividly marks that the type of leaders that can upgrade the job performance of the regional government civil servants are the leaders that become role models, who re able to motivate their subordinates, able to explain the track of their policy, and have so-called charisma. The leadership that is oriented only on the task accomplishment or transactional will not augment the job performance of the civil servant in the regional government. The results of the research indicated that the leaders of Banyumas regency should have employee orientation than task orientation. Employee oriented of leadership style, indeed cannot directly influence positively on job performance in the short term. But, in the long term, it can be drive job performance via organizational commitment.

REFERENCES

- Akhtar, M.H., Syed, F., Husnain, M., & Naseer, S. (2019). Person-organization fit and innovative work behavior: the mediating role of perceived organizational support, affective commitment, and trust. *Pakistan Journal of Commerce and Social Sciences*, 13, 2, 311-333.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Alzamel, L.G.I., Abdullah, K.L., Chong, M.C., & Chua, Y.P. (2020). The quality of work life and turnover intentions among Malaysian nurses: the mediating roles of organizational commitment. *Journal of the Egyptian Public Health Association*, 95, 20, 1-8.
- Bacha, E. (2014). The relationship between transformational leadership, task performance and task characteristics. *Journal of Management Development*, 33, 410-420.
- Baek, J.H. (2012). The impact of transformational and transactional leadership on organizational commitment in major league basketball. *Dissertation*, unpublished.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 6, 1173-1182.
- Clugston, M. (2000). The mediating effects of multidimensional commitment on job satisfaction and intent to leave. *Journal of Organizational Behavior*, 21, 477-486.
- Cooper, D.R., & Schindler, P.S. (2013). *Business Research Methods*, 12th ed, McGraw-Hill: New York.
- Dharmika, K.A.S., Ahmad, F.B., & Sam, T.L. (2012). Job satisfaction, commitment and performance. *South Asian Journal of Management*, 19, 7-22.



- Dine, M.S. (2017). Organizational components and job performance: mediating role of job satisfaction. *Pakistan Journal of Commerce and Social Sciences*, 11, 3, 773-789.
- Dionne, S.D., Yammarion, F.J., & Atwater, L.E. (2004). Transformational leadership and team performance. *Journal of Organizational Change Management*, 17, 177-193.
- Dunn, M.W., Dastoor, B., & Sims, R.L. (2012). Transformational leadership and organizational commitment: a cross-cultural perspective. *Journal of Multidisciplinary Research*, 4, 45-59.
- Eliyana, A., & Muzakki, S.M. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25, 144-150.
- Farooq, N., & Tufail, M. (2017). An empirical study of career plateau, organizational commitment and job performance: a case of private sector universities in Peshawar city. *City University Research Journal*, 7, 2, 178-190.
- Greenberg, J., & Baron, R.A. (2003). *Behavior in Organizations: Understanding and Managing the Human Side of Work*, 8th edition, Prentice Hall International: New Jersey.
- Grego-Planer, D. (2019). The relationship between organizational commitment and organizational citizenship behavior in the public and private sector. *Sustainability*, 11, 6395, 1-20.
- Haque, T., Uddin, M.A., Easmin, R., & Sohel, S.M. (2019). Job satisfaction and organizational citizenship behavior: a mediating effect of organizational commitment. *Organizacija*, 52, 3, 236-249.
- Hongdao, Q., Bibi S., Khan, A., Ardito, L., & Nurunnabi, M. (2019). Does what goes around really come around? the mediating effect of CSR on the relationship between transformational leadership and employee's job performance in law firms. *Sustainability*, 11, 1-19.
- Judge, T.A., & Bono, J.E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85, 751-765.
- Judge, T.A., & Piccolo, R.F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology*, 755-768.
- Jung, D., & Avolio, B.J. (2000). Opening the black box: an experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Leadership*, 21, 949-964.
- Kim, H., & Kim, J. (2013). A cross-level study of transformational leadership and organizational affective commitment in the Korean local governments: mediating role of procedural justice and moderating role of culture types based on competing values framework. *Leadership*, Special Volume, 1-28.
- Lan, T.S., Chang, I.H., Ma, T.C., Zhang, L.P., & Chuang, K.C. (2019). Influences of transformational leadership, transactional leadership, and patriarchal leadership on job satisfaction of cram school faculty members. *Sustainability*, 11, 1-13.
- Lee, J. (2005). Effects of leadership and leader-member exchange on commitment. *Leadership and Organization Development Journal*, 26, 655-872.
- Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior*, 19, 305-320.
- Maia, L.G., & Bastos, A.V.B. (2019). Climbing the ladder of performance: are psychological contract and organizational commitments steps? *Brazilian Administration Review*, 16, 1, 1-22.
- Meyer, J.P., Allen, N.J., & Gellatly I.R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of Applied Psychology*, 75, 710-720.



- Meyer, J.P., Allen, N.J., & Smith, C.A. (1993). Commitment to organizations and occupations: Extension and test of a three-component model conceptualization. *Journal of Applied Psychology, 78*, 538-551.
- Nasra, M.A., & Arar, K. (2020). Leadership style and teacher performance: mediating role of occupational perception. *International Journal of Educational Management, 34*, 1, 186-202.
- Nikpour, A. (2018). Psychological empowerment and organizational innovation: mediating role of job satisfaction and organizational commitment. *International Journal of Organizational Leadership, 7*, 106-119.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: the mediating role of employee's organizational commitment, *International Journal of Organizational Leadership, 6*, 65-72.
- Podsakoff, P.M., MacKenzie, S.B., & Bommer, W.H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employeesatisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management, 22*, 259-298.
- Rehman, K.U., Hafeez, I., Aslam, F., Maitlo, Q., & Syed, A.R. (2020). The mediating of trust and organizational commitment in the relationship between strategic human resource management and knowledge sharing. *Iranian Journal of Management Studies, 13*, 4, 565-586.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: a meta-analysis. *Journal of Organizational Behavior, 23*, 257-266.
- Rowden, R.W. (2000). The relationship between charismatic leadership behaviors and organizational commitment. *Leader and Organization Development Journal, 21*, 30-35.
- Sarros, J.C., & Santora, J.C. (2001). The transformational-transactional leadership model in practices. *Leadership and Organization Development Journal, 22*, 383-393.
- Susanti, A., dan Miradipta, R. (2013). Employee's job performance: the effect of attitude toward works, organizational commitment, and job satisfaction. *Jurnal Teknik Industri, 15*, 13-24.
- Tourigny, L., Baba, V.V., Han, J., & Wang, X. (2013). Emotional Exhaustion and job performance: the mediating role of organizational commitment. *The International Journal of Human Resource Management, 24*, 514-532.
- Ullah, R., Latif, K.F., & Alam, W. (2018). Role of transformational leadership style on employee job performance among high and low ranking institutions of higher education of khyber pakhtunkhwa. *City University Research Journal, 8*, 2, 168-189.
- Van Scotter, J.R., Cross, T.C., Motowidlo., & Stephan J. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology, 85*, 526-535.
- Wang, X., Ma, L., & Zhang, M. (2014). Transformational leadership and agency workers' organizational commitment: the mediating effect of organizational justice and job characteristics. *Social Behavior and Personality, 42*, 25-36.
- Wright, T.A., & Bonett, D.G. (2002). The moderating effects of employee tenure on the relation between organizational commitment and job performance: a meta-analysis. *Journal of Applied Psychology, 87*, 1183-1190.
- Yang, M.L. (2012). Transformational leadership and Taiwanese public relations practitioners' job satisfaction and organizational commitment. *Social Behavior and Personality, 40*, 31-46.