

e-ISSN: 2829-6192, p-ISSN: 2829-6184

DOI: <https://doi.org/10.38035/ijam.v2i4>

Received: 28 December 2023, Revised: 09 January 2024 Publish: 16 January 2024

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## The Influence of Transformational Leadership on Task Performance Through Organizational Commitment

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**Abstract:** Performance is the value of a set of behaviors that contribute negatively or positively to the achievement of organizational goals. In the Higher Education unit, efforts to improve Lecturer Task Performance require a leader who has competence and quality and professionalism who can manage all operational activities in an effort to achieve organizational goals. Transformational leadership can be a leadership approach model at this time, meaning that leadership can turn the potential of the institution into energy to improve the quality of Higher Education institutions and their environment. In addition, the variable organizational commitment is also a factor that influences organizational performance. This study aims to determine the Influence of Transformational Leadership and organizational commitment on the Task performance of the Lecturers at the University Muhammadiyah Jakarta. The research used the quantitative approach with the survey. Technically analyzed data is the influence of exogenous variables on the endogenous variables, the path analysis was used. As for respondents, samples of 250 lecturers were taken. The result of the research indicated that: 1) Transformational Leadership had a positive direct influence on Task performance; 2) Organizational Commitment had a positive direct influence on Task performance; and 3) Transformational Leadership had a positive direct influence on Organizational commitment. Thus, improving task performance can be done with good Transformational Leadership and organizational commitment.

**Keyword:** Transformational Leadership, Organizational Commitment, Task Performance

### INTRODUCTION

Higher education institution is the center of learning and creating new knowledge through their function. In it, the concept and theory of quality, even in the manufacturing industry and other service businesses, have already been implemented. Application of quality management is well known in manufacturing or service industries (Grant, Mergen, & Widrick,

2004; Lagrosen, Seyyed Hashemi, & Leitner, 2004). Early quality management and improvement techniques are directed to manufacturing companies, followed by service companies and nonprofit organizations (Sirvanci, 2004). Managing quality in a Higher education institution is a difficult task because it is influenced by various factors, such as different perspectives between stakeholders and the unique traditional characteristics of institutions, and also on the other hand, the results of accreditation carried out by the National Accreditation Bureau for Higher Education in Indonesia, and other international accreditation institutions, such as AACSB, and EQUIS. The accreditation process is generally used for quality control. The quality of a tertiary institution is closely related to the performance of the organization.

Performance is the value of a set of behaviors that contribute negatively or positively to the achievement of organizational goals (Colquitt, LePine and Wesson, 2013). The performance shown by employees, both in quality and quantity in carrying out their duties in accordance with the responsibilities given to them, which is measured based on the elements: discipline, cooperation, obedience, attendance, professional competence, and quantity of work". Efforts to develop and improve employee performance are basically an organizational need that never ends". So, it is an important task for leaders in human resource management to create quality human resources and have a high commitment in carrying out tasks so that the achievement of the goals can materialize.

In Higher education institutions, in an effort to improve performance, a leader who has competence and quality and professionalism and who can manage all operational activities of a higher education institution is needed. Leadership is needed in an effort to achieve the goals of an organization. A leader is someone who has responsibility for the sustainability of the organization. Leadership is one of the processes affecting a group of people to achieve common goals (Northouse, 2013; Yukl, 2011). In the leadership, a leader certainly has different traits, habits, character and personality. These character differences will also affect the leadership style in leading a company or organization. One of them is transformational leadership, which has garnered a lot of attention, since its inception, even more than three decades ago. A leader is very important in an organization. The question is how leaders can carry out their duties optimally together with employees to achieve organizational goals. Of course, a high commitment is needed from each of its members.

Employee Contribution to Organizational commitment is to do a better job, even the best at work. Organizational commitment is an attempt to identify yourself and involve yourself in the organization and hope to remain a member of the organization (Robbin, 2008). According to Al Zeifeti & Mohamad (2017), organizational commitment as the "willingness of social actors to provide their energy and loyalty to the social system, the attachment of the social system of personality relationships that is considered as self-expression". Organizational commitment can be the degree in which an individual adopts organizational values and goals and identifies with them in fulfilling their working responsibility (Mohammed & Eleswd, 2013). The results of Moncreif's research (1997) revealed that high employee commitment to the organization will affect employee performance. And Van Scooter (2000) states that workers with high commitment will be more work oriented, it is also stated that workers who have high organizational commitment will tend to be happy to help and be able to work together.

## **METHODS**

This research was conducted in Muhammadiyah University Jakarta, its has been established since 1955. This study was aimed to estimate The Influence of Transformational Leadership on Task Performance Through Organizational Commitment as An Intervening Variable. The participants as sampling are 250 Lectures from 11 faculties. A stratified sampling procedure was designed, based on three criteria: Gender, Age, Didactical rank. At the last level

of sampling, the participation was based on there are female 95 (38 %), male 155 (62%), age < 29 years 35(14%), 30-39 years 80 (32%), 40-49 years 78 (31,2%),>50 years 57(22,80%), didactical of Bachelor 107(42,8 %), Post Graduate 143(57,2%).

The research method of the study belongs to a quantitative with survey and a casual approached. Data Analysis technique used structural equation models (SEM), it is able to overcome the problem of distribution abnormalities (with several conditions) so that even though it uses an ordinal scale to collect data about feelings and perceptions (Likert scale), with several items and indicators removed or censored, SEM is still able to provide accurate estimation results (Hair et al., 2019). Application Software used Smart PLS version 3.0, Partial Least Square is a multivariate statistical analysis that estimates the effect between variables simultaneously with the aim of predictive studies, exploration and development of structural models, Hair et al (2019). Evaluation in the PLS model consists of: 1) Evaluation of the Measurement model; 2) Structural model evaluation, 3) Evaluation of Fit Model.

Measurement of all variables is done through a questionnaire to all respondents using a Likert scale from points 1 (never) to 5 (very often).

- 1) Measurement of Task Performance was adapted from the concept of Colquitt at al., (2017), The questionnaire consisting of 3 indicators with 30 items each indicator namely: 1) Routine Task; 2) Adapted; and 3) Creative
- 2) Measurement of Transformasional Leadership was adapted from the concept of Bass (1997: 130-139), A growing body of research on Transformasional Leadership supports by Conger (2002). Kirkan (2011), Keevy and Perumal's (2014), (Busari et al.,2019)., the suggestion that Transformasional Leadership seems valuable. The questionnaire consisting of 7 indicators with 30 items, namely: 1) Ideal; 2) Decision Maker; 3) Motivator; 4) Intellectual; 5) Supervisory; 6) Visionary; 7) Managerial.
- 3) Measurement of organizational Commitmen questionnaire was adapted from the concept of Meyer & Allen, (1991:1), Organizational Commitment was collected using a questionnaire consisting of 7 indicators with 30 items, namely: 1) Loyal; 2) Participate; 3) My Value; 4) Accept; 5) Proud; 6) Career; 7) Confidence.

## **RESULT AND DISCUSSION\**

### **Results**

#### **Task Performance**

Task performance of Lecturer's in Higher education Institution is an important construct for predicting individual's behavior and performance at workplace. Borman, and Motowidlo (1997) defined task performance as "Influenceiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately." Meaning that the behavior attached to task performance is generally included in the job descriptions and reward systems of organizations. Task performance involves activities that are formally prescribed and mandated by the job description (Jawahar & Ferris, 2011; Díaz-Vilela et al., 2015). Most organizations consider task performance for measuring employee's ability to perform the core technical activities for a particular job role. Major criteria that reflect task performance are work quantity and quality, job skills, and job knowledge (Campbell, 1990; Rotundo & Sackett, 2002).

#### **Transformational Leadership**

There are two leadership styles, namely transactional leadership and transformational leadership (Lussier & Achua, 2016), Leadership is an important factor which determines job performance and organizational ability to adapt to new environments (Bass et al., 2003). What so called a reliable leader is not only competent in strategy making, but also able to influenceively execute the strategy, since it is the leader's duty to develop strategy and, at the same time, tries to actualize the strategy (Bass & Avolio, 1994) Transformational leadership is based on the principle of subordinate

development. Transformational leaders evaluate the ability and potential of each subordinate to perform a task / job, while seeing the possibility to expand the responsibilities and authority of subordinates in the future. Humphreys (2002) asserted that “The relationship between superiors and subordinates in the context of transformational leadership is more than just an exchange of “commodities”, but it has touched the value system.

(Karnati & Wiratma, 2017) Transformational leadership is A leadership style that prioritizes giving opportunity motivates all elements of the school community to work together based on a value system so that all elements are willing, without coercion, to participate optimally in achieving the ideal goals of the school.

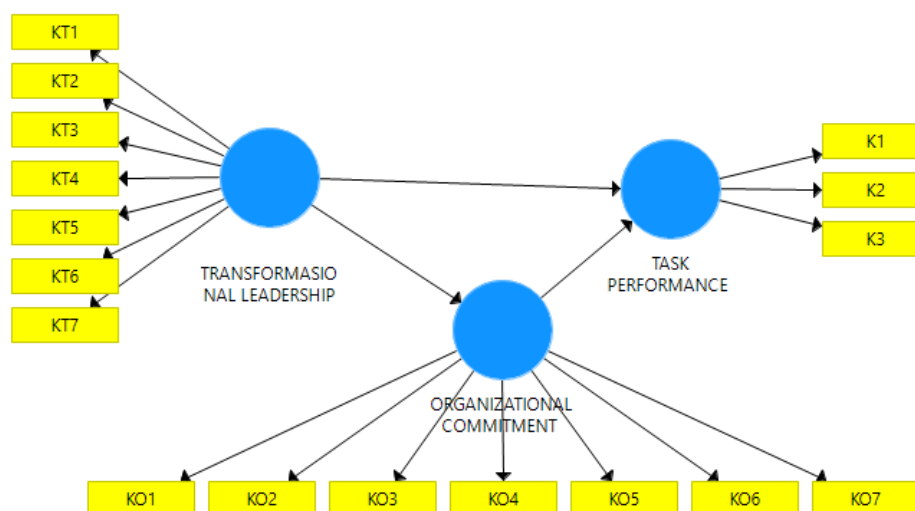
### Organizational Commitment

According to Allen and Mayer (1990) there are three components in commitment, namely: (a) affective (showing the desire of employees to involve themselves and identify themselves with the organization because of the conformity of values in the organization). Also that affective commitment is the emotional connection of an employee to his company. This commitment is influenced by the comfortable conditions felt by employees and the feeling of belonging to the organization. The comfortable feeling at work felt by the teachers increases their organizational commitment. (b) continuance (commitment that arises because there is concern about the loss of benefits that are usually obtained from the organization) (c) normative (commitment that arises because employees feel obliged to stay in the organization.)

Furthermore, organizational commitment also becomes an important variable in several studies of performance because the organizational commitment has an impact on teacher performance and job satisfaction.also support research by .(Wright,et al.,2005) (Benkhoff, 1997;Rashid et al., 2003, If the teacher has a high organizational commitment, then he will do the job, responsibility, and work as well as possible in school. Thamrin (2012) conducted a study whose results showed that organizational commitment and transformational leadership had a positive Influence on job satisfaction and employee performance. Kovjanic (2013) reinforces the statement and states that job satisfaction becomes an intervening variable between transformational leadership variables and employee performance.

The hypothesis in this study are:

- 1) H1 = Transformational Leadership positively Influence on Task Performance.
- 2) H2 = Transformational Leadership positively Influence on Organizational Commitment.
- 3) H3 = Organizational Commitment positively Influence on Task Performance.
- 4) H4 = Transformational Leadership positively in direct Influence on Task Performance Through Organizational Commitment.



**Figure 1. Task Performance**

**Evaluation of the Measurement Model**

The Measurement model, the focus of convergent validity is to find the variance between latent variables. Convergent validity test was conducted to determine whether the indicators in a scale load together on a single construct. In this study, convergent validity was assessed by computing the Composite Reliability (CR) and Average Variance Extracted (AVE). The Cronbach's reliability value should be larger than 0.7 and the AVE value should be larger than 0.5 to indicate an acceptable level of convergent validity for every construct (Hair et al., 2011; Henseler et al. 2009; Fornell & Larcker, 1981). Table 1 shown the results of convergent validity test for all constructs.

**The Convergent Validity Assessment Results**

**Table 1. The Convergent Validity Assessment Results.**

Construct (s)	AVE <sub>ex</sub>	CR <sub>y</sub>	Communality
-Task Performance	0,878	0,956	0,878
-Transformasional Leadership	0,721	0,947	0,721
-Organizational Comittment	0,711	0,945	0,711

Note: CR<sub>y</sub>= Composite Reliability; AVE<sub>ex</sub>= Average Variance Extracted

As shown in Table 1, the composite reliability values of all constructs are greater than the threshold level of 0.70 demonstrating high level of internal consistency reliability. In addition, the Average Variance Extracted (AVE) values for all constructs range from 0.711 to 0.878 and exceed the minimum threshold of 0.50, as suggested by Hair et al., (2019). Thus, it can be concluded that all constructs in this research model satisfied the requirement of convergent validity. All indicators can be said to be reliable to use in this study. In order to assess the discriminant validity of the measurement model, we used the criterion suggested by Fornell-Larcker (1981), which requires the square root of the AVE value of each construct to be higher than its correlation with other constructs. A correlation matrix of the latent constructs and their AVE scores (bold in the diagonal) provide a verification to support discriminant validity assumption as shown in Table 2.

**Table 2. Fornell-Larcker**

Fornell-Larcker			
	<b>KT</b>	<b>KO</b>	<b>K</b>
<b>KT</b>	0,849		
<b>KO</b>	0,452	0,843	
<b>K</b>	0,578	0572	0,937

Note: KT = Transformational Leadership, KO = Organizational Commitment, K= Task Performance

The diagonal values represent the square root of the AVE while the other entries represent the squared correlations. Discriminant validity is the extent to which a construct is distinct from other constructs (Hair et al, 2019).

**Discriminant Validity of Constructs  
Latent Constructs**

**Table 3. Latent Constructs**

Latent Variable	Indicators	Loading Factor
Task Performance (K)	Routine Task	0,930
	Adaption	0,951

	Creative	0,930
Transformational Leadership (KT)	Ideal	0,774
	Decision Maker	0,886
	Motivator	0,904
	Visioner	0,810
	Intellectual	0,879
Organizational Commitment (KO)	Supervisory	0,842
	Managerial	0,839
	Loyal	0,789
	Participate	0,815
	Find Value	0,860
	Accept	0,853
	Proud	0,904
	Career	0,827
	Confidence	0,851

All constructs are greater than the threshold level of 0.70, that mean all construct are valid.

### Outer Weight

**Table 4. Outer Weight**

Variable	Measurement Item	Indicators	Outer Weight	P-Value Outer weight	Outer Loading	P-Value Outer Loading
Task Performance	K1	Routine	0,365	0,000	0,930	0,000
	K2	Adaptive	0,368	0,000	0,951	0,000
	K3	Creative	0,334	0,000	0,930	0,000

Based on table 4. it can be seen that 3 indicators result in a p-value < 0.05, showing significant results that routine assignments, adaptation and lecturer creativity can improve task performance.

### Structural Model Evaluation

Evaluation of the Structural Model is related to testing the influence hypothesis between research variables. Measurement of the Evaluation of the Structural Model is carried out in 3 stages of measurement, namely:

- 1) There is no multicollinearity between variables, where the inner VIF (Variance Inflated Factor) value, according to Hair et al (2019) the Inner VIF value is less than 5
- 2) Hypothesis testing between variables, where the t-statistic value is greater than 1.96 or the p-value of the test results is less than 0.05. It can be said that there is a significant influence between variables, with a 95% confidence interval, estimated parameter path coefficient.
- 3) The f test, according to Hair et al (2021) if the value of f square is 0.02 it is said to be low, 0.15 moderate, 0.35 high.

### Result Structural Model: Inner VIF

**Table 5. Inner VIF**

	Organizational Commitment	Task Performance
Transformational Leadership	1000	1,257
Organizational Commitment		1,257



In the Table 5, The estimation results show that the inner VIF value is less than 5. The level of multicollinearity between variables is low and unbiased.

### Hypothesis Test

**Table 6. Hypothesis Test**

Description	Confidence Interval Path Coefficients					
	$\beta$	P-Value	T Statistic	Minimum	Maximum	F Square
Transformational Leadership on Task Performance	0.401	0.000	4.522	0.227	0.558	0.235
Transformational Leadership on Organizational Commitment	0.452	0.001	3.411	0.172	0.650	0.257
Organizational Commitment on Task Performance	0.391	0.000	4.916	0.239	0.545	0.223
Transformational Leadership on Task Performance Through Organizational Commitment	0.177	0.010	2.585	0.049	0.319	

Path analysis ( $\beta$ ) with SEM PLS (see Table 6) showed that four hypotheses were significant at level of P-Value < 0.05. The results of the hypothesis test were:

- 1) The answer of the hypothesis H.1 is accepted, where the Transformational Leadership positively Influence on Task Performance, with the value of significant influence with a path coefficient 0.401, P-value 0.000 < 0.05, T Statistics 4.522 > 1.96, every change in Transformational Leadership will increase Task Performance. In the interval 95% confidence, the magnitude of the influence lies between 0.227 and 0.558, the level of structural f square = 0.235, the category is moderate.
- 2) The answer of the hypothesis H.2 is accepted, where the Transformational Leadership positively Influence on Organizational Commitment with a path coefficient = 0.452, P-value 0.001 < 0.05, T Statistics 3.411 > 1.96, every change in Transformational Leadership will increase Organizational Commitment. within the 95% confidence interval. The magnitude of the effect lies between 0.172 and 0.650, the structural level f square = 0.257 The category is moderate.
- 3) The answer of the hypothesis H.3 is accepted., where the Organizational Commitment positively Influence on Task Performance. With the value of significant influence of Organizational Commitment on Task Performance, with a path coefficient 0.391, p-value 0.000 < 0.05, T Statistics 4.916 > 1.96 every change in Organizational Commitment will increase Task Performance. In the interval 95% confidence, the magnitude of the effect lies between 0.239 and 0.545, the level of structural f square = 0.223, the category is moderate.
- 4) The answer of the hypothesis H 4 is accepted, where Transformational Leadership on. Task Performance through Organizational Commitment as an intervening variable, with an indirect Influence have significant effect, with a path coefficient = 0.177, P-value 0.010 < 0.05, T Statistics 2.585 > 1.96 every change in Transformational Leadership will increase Task Performance through Organizational Commitment. Within a 95% confidence interval, large the influence value lies between 0.049 and 0,319. The indirect effect of Transformational leadership on Task performance through organizational commitment is the product of the path coefficient of Transformational leadership on Organizational Commitment (p21) with the path coefficient of Organizational Commitment on Task performance (py2). The indirect influence of Transformational leadership on task performance through organizational commitment is: (0.452) (0.391) = 0.177. So the total effect of Transformational leadership on task performance is 0.578.

Based on the overall structural calculation, the structural model that can be presented includes the amount of influence on the variables that can be seen in the figure below.

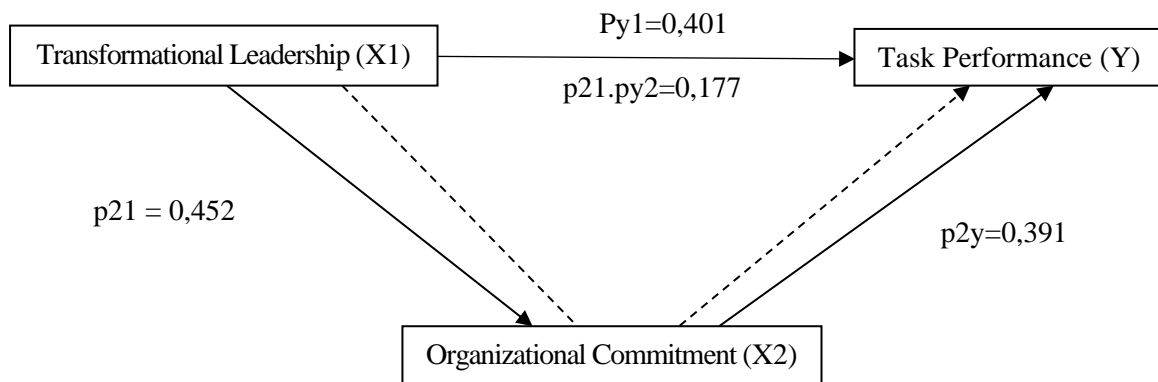


Figure 2. The influence of X1 on Y through X2

**Evaluation of Fit Model**

The coefficient of determination (R<sup>2</sup>) is computed to find the level of variance for each endogenous latent variable (Hair et al., 2012). The coefficient of determination refers to “the level of variance of an endogenous latent variable explained by the related exogenous latent variables” (Chin, 1988, p.83). Falk and Miller (1992) recommended that R<sup>2</sup> for endogenous constructs should be equal to or greater than 0.10. As outlined by Cohen (1988), R<sup>2</sup> values for endogenous latent variables should be assessed as follows: 0.02 (weak), 0.13 (moderate) and 0.26 (substantial). Chin (1998) Significant Level R, Category 0,19 is weak, 0,33 is moderat, 0,66 is High.

Table 7. Coefficient of Determination

Variabel	R Square	Adjusted R Square
Transformasional Leadership on Task Perfomance	0,455	0,451
Organizational Commitment on Task Performance	0,205	0,201

As shown Table 7, the constructs Transformasional Leadership on Task performance, the adjusted R Square 0,451 in category moderat almost high, and Organizational Commitment to Task Performance the adjusted R Square = 0,201 in category weak.

**Test Results for the Suitability of the Model**

Table 8. SRMR (Standardized Root Mean Square Residual)

Estimation Model	
SRMR	0,052

SRMR is (Standardized Root Mean Square Residual) which is a measure of fit model, namely the difference between the data correlation matrix and the estimated model correlation matrix. In Hair et al (2021) the SRMR value is below 008, indicating a fit model, however in Karin Schmelleh et al (2003) SRMR values between 0.08-0.10 indicate an acceptable fit model. The estimation result of the model is 0.052 below 0,08 means the model has an acceptable fit model.

**Discussion**

**1. The Influence of Transformational Leadership on Task Performance**

The magnitude of the path coefficient of Transformational Leadership variable on Task Performance. Is 0.401, or the influence of 40,10 % with the category influence is moderate.



This means that transformational leadership makes a real contribution to the performance of lecturers' duties, so that the leader's role in leadership is very necessary in carrying out university activities both in the internal and external environment of the university so that organizational goals can be achieved effectively and efficiently. Without a leader, the organization cannot run smoothly good. This means that the stronger Transformational leadership is implemented in the duties of a University leader, the higher the task performance of the lecturers will be.

## **2. The Influence of Transformational Leadership on Organizational Commitment**

The path coefficient ( $\beta$ ) is 0,452 that mean Transformational leadership makes a real contribution of 45.20% to Organizational Commitment, where the leader's role is required to use stimulus and intellect in providing motivation to his subordinates by giving freedom for creativity and innovation to subordinates in carrying out their tasks.

## **3. The Influence of Organizational Commitment on Task Performance**

In this research, the category influence is moderate, with a path coefficient = 0.391 or it had an influence equal to 39,10%. Organizational commitment means bonding and loyalty, which is the relative strength of the identification with the individual and his involvement with the organization. Such relative strengths include three things: (1) a strong desire to maintain membership in the organization, (2) a strong belief and acceptance of organizational values and objectives, and (3) a willingness to make great efforts on behalf of the organization. Work commitment can be synthesized as the level of responsibility of the employees on the job, which becomes their main task and function and their involvement in an organization as measured by the following indicators: work spirit, obedience to the rules, participation in agency goals, moral ties, and well completion of the task.

Work commitment can be synthesized as the level of responsibility of the employees on the job. Research by Zahra Ghorbanpour et al, 2014, Organizational commitment has a significant positive influence on employee performance. Good work results will be obtained when employees have a strong commitment to the organization and psychological attachment to the organization (Al Zeifeti & Mohamad, 2017; Sharma & Sinha, 2015). rganizational commitment is the willingness of social actors to provide effort and loyalty to the social system (Lapointe et al., 2018). Specifically to increase organizational commitment at Muhammadiyah University, there needs to be a commitment to integrity to the organization. With Commitment clusters can be distinguished between normative commitment, affective commitment, and continuous commitment. the size of commitment is based on the effectiveness of the task and the principal functions of the employee.

## **4. The Influence of Transformational Leadership on Task Performance Through Organizational Commitment**

The total influence of Transformational leadership on task performance through commitment is 0.578. This means that Transformational Leadership and Organizational Commitment in combination have a big influence on task performance with a contribution value of 58.80%, while the rest is due to variables that were not studied.

Research by Dai et al., 2013, shows that transformational leadership encourages subordinate job satisfaction and organizational commitment, which leads to excellent customer service and increased overall performance. (Stum, 1999). Employee commitment reflects the quality of organizational leadership, and in turn, leadership behavior is significantly related to organizational commitment. Transformational leaders are able to influence followers' organizational commitment by promoting high levels of intrinsic value related to goal achievement and by emphasizing the relationship between efforts. followers and goal

achievement. Task Performance can also be improved with more effective academic supervision activities, creating conducive conditions for work.

## CONCLUSION

1. Transformational leadership makes a real contribution to the performance of lecturers' duties, so that the leader's role in leadership is very necessary in carrying out university activities both in the internal and external environment of the university so that organizational goals can be achieved effectively and efficiently. Without a leader, the organization cannot run smoothly good. This means that the stronger Transformational leadership is implemented in the duties of a University leader, the higher the task performance of the lecturers will be.
2. Transformational leadership makes a real contribution of 45.20% to Organizational Commitment, where the leader's role is required to use stimulus and intellect in providing motivation to his subordinates by giving freedom for creativity and innovation to subordinates in carrying out their tasks.
3. In this research, the category influence is moderate, with a path coefficient = 0.391 or it had an influence equal to 39,10%. Organizational commitment means bonding and loyalty, which is the relative strength of the identification with the individual and his involvement with the organization. Such relative strengths include three things: (1) a strong desire to maintain membership in the organization, (2) a strong belief and acceptance of organizational values and objectives, and (3) a willingness to make great efforts on behalf of the organization. Work commitment can be synthesized as the level of responsibility of the employees on the job, which becomes their main task and function and their involvement in an organization as measured by the following indicators: work spirit, obedience to the rules, participation in agency goals, moral ties, and well completion of the task.
4. Transformational Leadership and Organizational Commitment in combination have a big influence on task performance with a contribution value of 58.80%, while the rest is due to variables that were not studied.

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