

The Relationship Between Transformational Leadership and Work Motivation to Organizational Commitment (Survey on the Bank Tabungan Negara)

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Abstract

This study aims to investigate the influence of transformational leadership and work motivation on organizational commitment at the Bank Tabungan Negara. Employee performance that is not optimal due to suboptimal organizational commitment which is influenced by suboptimal transformational leadership is not yet effective and work motivation is not optimal. The data collection of this study used a survey by distributing questionnaires to 172 respondents of Bank Tabungan Negara employees, The results of the study descriptively show that the condition of transformational leadership on the criteria is quite good to very good, work motivation on the criteria is quite good to good, organizational commitment on the criteria is quite good to very good and employee performance on the criteria is quite good to very good. The results of the research by verifying show that transformational leadership and work motivation have a positive and significant influence partially and simultaneously on organizational commitment.

Keywords: Transformational Leadership, Work Motivation, Organizational Commitment

Introduction

Facing the dynamics of economic changes and competition in the banking industry, leadership factors and work motivation are crucial to understand and improve employee performance, especially at Bank Tabungan Negara (BTN). This study aims to explore the influence of transformational leadership and work motivation on organizational commitment and its impact on employee performance at BTN. Transformational leadership plays an important role in shaping organizational commitment. Leaders who implement this leadership style can create a shared vision, inspire innovation, and increase employee engagement. According to Lee and Rasli (2013), transformational leadership and work motivation serve as positive predictors of organizational commitment. This shows that management that implements transformational leadership practices tends to achieve higher levels of commitment and performance from their employees.

Work motivation is also a central factor in improving employee performance. A high level of motivation can encourage productivity, dedication, and focus on the tasks carried out by employees. Colquitt et al. (2011), stated organizational commitment as the desire of workers to remain members of the organization, which has implications for their decision to stay or leave the company.

Several studies have shown a positive relationship between transformational leadership, work

motivation, and organizational commitment to employee performance, there is still a gap in understanding how the interaction between these three variables specifically affects performance in the context of Bank BTN, so the research makes a problem formulation, as follows: 1) How is transformational leadership, work motivation, organizational commitment and employee performance at the Bank Tabungan Negara, 2) How much influence Transformational Leadership and Work Motivation partially and simultaneously on organizational commitment at the Bank Tabungan Negara.

Literature Review

According to Veithzal Rivai (2013:3) stated that: "Leadership is a behavior with a certain purpose to influence the activities of group members to achieve common goals designed to provide benefits to individuals and organizations, so that in an organization leadership is a very important factor in determining the achievement of goals that have been set by the organization". Sutikno (2014:16) "Leadership in an organization is directed to influence the people it leads, so that they want to do as expected or directed by others who lead it. Motivation is the impetus of a series of human behavioral processes to achieve goals. Wibowo (2016:322)

Robbins (2016:201) motivation is the willingness to carry out a high effort to achieve organizational goals conditioned by the ability to make efforts to meet the needs of a particular individual. Wibowo (2012:371), commitment is a feeling of identification, loyalty and involvement shown by workers towards an organization or organizational unit. Kreitner and Kinicki (2014:165), organizational commitment is a reflection where an employee recognizes the organization and is bound to its goals.

Methods

The methods used in this study are quantitative methods with descriptive methods and verifiable methods. Creswell (2014), Descriptive analysis is a statistical method used to describe and summarize data in detail. The main goal is to present easy-to-understand information about the characteristics or patterns present in the data without further inference or generalization. Verifiable Method or Vericipatory Approach is a research approach that aims to test the correctness of a hypothesis or theory that has been proposed previously. The number of samples was 172 out of a total population of 180 employees.

Results and Discussion

1. Validity Test

Work motivation consists of 16 statement items, organizational commitment consists of 18 statement items, and employee performance consists of 20 statement items. All variables of

transformational leadership, work motivation, organizational commitment and employee performance can be declared valid because the $t\text{-value}$ is greater than 0.300.

2. Reliability Test Results.

The results of the reliability test of each variable are as follows:

Table 1.1 Reliability Test Results

It	Variable	Cronbach's Alpha	T table	Category
1.	Transformational Leadership (X1)	0,933	0,700	Reliable
2.	Work motivation(X2)	0,901	0,700	Reliable
3.	Organizational commitment (Y)	0,928	0,700	Reliable
4.	Employee Performance(Z)	0,959	0,700	Reliable

Source : SPSS 26 Results

3. Normality Test Results of Measuring Instruments

The results of the data calculation show that all variables follow a normal distribution with a $p\text{-value} > 0.05$ (Sudjana, 2010), which is explained in the following table:

Table 1.2: Instrument Normality Test

		Leadership Transformational	Motivation Work	Commitment Organizational	Performance Employee
Bn		172	172	172	172
Normal Parametersa,b	Mean	55,0814	56,0930	64,8023	72,0174
	Std. Deviation	3,38975	5,27962	4,41110	5,10987
Most Extreme Differences	Absolute	,145	,115	,091	,119
	Positive	,108	,115	,091	,119
	Negative	-,145	-,091	-,066	-,061
Test Statistic		,145	,115	,091	,119

Asymp. Sig. (2-tailed)	,078c	,070c	,062c	,055c
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Source : Data with SPSS Processing 23

Results of Descriptive and Verifiable Analysis

Results of Descriptive Analysis

1. Transformational Leadership Implementation Variable (X1)

Transformational leadership variable (X1), formed with the dimensions Have a clear strategy, Caring, Stimulating members, Maintaining team cohesion, Respecting differences and beliefs. Edison, Anwar, Komariyah (2016: 98-99).

Table 1.3: Respondents' Responses on Transformational Leadership (X1)

N	Dimension	Indicators	Average	Criterion
O				
1	Have a Clear Strategy	3	3,47	Good
2	Concern	3	4,05	Good
3	Stimulating Members	3	3,35	Pretty Good
4	Maintaining Team Cohesiveness	3	2,98	Pretty Good
5	Respecting Differences in Beliefs	4	2,63	Pretty Good
Total		16	3,44	Good

. Source : Data processing results, 2024

2. Work Motivation Variable (X2)

The results of the study on the variable of Work Motivation (X2) were formed by the dimensions of Hard work, Future orientation, High level of ideals, Task or goal orientation, Effort to advance, Perseverance, Time utilization, Selected colleagues. Mangkunegara (2017:111). The following is a recapitulation of 16 statements submitted to measure worker design.

Table 1.4 Recapitulation of Respondents' Responses to Work Motivation (X2)

N	Dimension	Indicators	Average	Criterion
O				
1	Strive	2	3,89	Good
2	Future Orientation	2	3,97	Good
3	High Aspiration Level	2	4,17	Good
4	Orientation or Goal	2	3,41	Good
5	Efforts to Move Forward	2	2,99	Pretty Good
6	Perseverance	2	3,01	Pretty Good
7	Utilization of Time	2	3,13	Pretty Good
8	Selected Colleagues	2	3,50	Good
Total		16	3,51	Good

. Source : SPSS 26 Results

3. Organizational Commitment Variables

The variable of organizational commitment (Y) with the dimensions *of affective commitment, continuity commitment* and *normative commitment*. Robbins (2016:101). The following is a recapitulation of 18 statements submitted to measure organizational commitment.

Table 1.5 Respondents' Responses on Organizational Commitment (X2)

N	Dimension	Indicators	Average	Criterion
O				
1	<i>Affective Commitment</i>	6	3,81	Good
2	<i>Continuance commitment</i>	6	3,75	Good
3	<i>Normative commitment</i>	8	3,90	Good
Total		18	3,82	Good

. Source : Data processing results, 2024

1. Verifiable Analysis

1. The Influence of Transformational Leadership (X₁) and Work Motivation (X₂) on Organizational Commitment (Y)

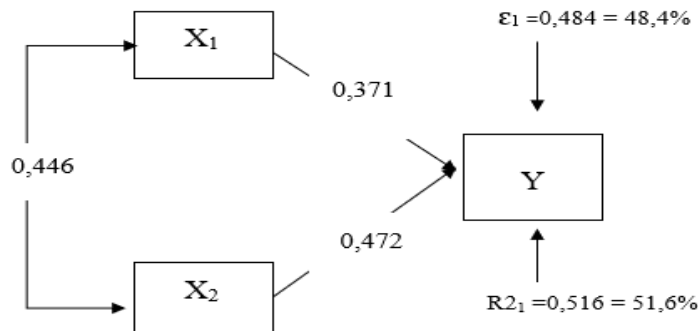


Figure 4.1

The Influence of Transformational Leadership Variables and Work Motivation on Organizational Commitment

Table 1.6: Direct and Indirect Influence of Transformational Leadership and Work Motivation on Organizational Commitment

Variable	Direct Influence	Indirect Influence X1	Indirect Influence X2	Total Indirect Influence	Total Influence
Transformational Leadership (X ₁)	13,76%		7,81%	7,81%	21,57%
Work Motivation (X ₂)	22,28%	7,81%		7,81%	30,09%
Total	36,04%	7,81%	7,81%	15,62%	51,66%

Source: processed by the author from 2024 data

Table 1.7: Influence of transformational leadership and work motivation Towards Organizational Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	DF2	Sig. F Change
.718a	.516	.510	3.08621	.516	90.165	2	169	.000

Source: Data processed by SPSS 26 (2024)

2. Hypothesis Test of the Influence of Transformational Leadership (X1), and Work Motivation (X2) Partially on Organizational Commitment (Y)

H_0 rejection test criteria, if t count greater than T table or $t_0 > \text{table}$ with degrees of freedom = $172 - 2 - 1$

Table 1.8: Partial Testing of Transformational Leadership and Work Motivation Variables (X1) Against Organizational Commitment (Y)

Structural	Path Coefficient	t_{count}	T_{table}	Conclusion
ρ_{yx_1}	0,371	6,199	1,66	H_0 is rejected, There is a positive and significant influence of transformational leadership on organizational commitment.
ρ_{yx_2}	0,472	7,898	1,66	H_0 is rejected, There is a positive and significant influence of work motivation on organizational commitment

Source: SPSS 23 Processing Results

a. Simultaneous Test of Transformational Leadership Variables (X1), and Work Motivation (X2), Partially Against the Organizational Commitment Variable (Y)

Table 1.9: Simultaneous Test of Transformational Leadership (X1) and Work Motivation (X2) Against Organizational Commitment Variables (Y)

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1717.601	2	858.800	90.165	.000b
	Residual	1609.678	169	9.525		
	Total	3327.279	171			

a. Dependent Variable: Organizational Commitment

Based on calculations, the F value obtained is 90.165. The rejection criterion H_0 indicates that H_0 must be rejected if F counts beyond the F table, meaning that F_0 must be greater than F Table, with the degree of freedom defined as $v_1 = 2$ and $v_2 = 172 - 2 - 1$. At a 95% confidence level, the distribution table F shows a table F value of 2.68. Given that 90.165 is greater than 2.68, we reject H_0 . This conclusion shows that there is a linear relationship between leadership (X_1) and motivation (X_2) regarding the variable of organizational commitment (Y), with a coefficient of determination (R^2) of 0.516, or 51.6%, which implies that 48.4% of the variance is attributed to factors outside the model (error = 0.484)

D. Discussion

Transformational Leadership Conditions, Work Motivation, Organizational Commitment and Employee Performance

1. Conditions of Transformational Leadership

Transformational leadership, the largest dimension is the dimension of care, and the smallest dimension, the dimension of appreciating differences and beliefs. The caring dimension of the "Good" criterion, this shows that showing involvement in conversations and meetings has been carried out well., but it needs to be improved to ensure the workload is balanced and not burdensome to team members. The Dimension of Selected Colleagues The criteria "Good", this shows that Creating and maintaining positive relationships with various colleagues has been well implemented and Contributing positively in the teamwork environment, but needs to be improved.

2. Work Motivation Conditions

The biggest dimension of work motivation is the dimension of task orientation and the smallest dimension of the dimension of effort to advance. The average of each dimension in the work motivation variable can be sorted from the largest dimension to the lowest dimension. The Task or Goal Orientation dimension consists of the "Good" criterion, this shows that the focus on work that supports the achievement of goals has been carried out well, but it needs to be improved Measuring and monitoring progress against the target. The Dimension of Effort To Advance The criteria are "Good Enough", this indicates that it is necessary to continue to develop the skills necessary for progress and take the initiative to take action without waiting for instructions.

2. Condition of Organizational Commitment

The largest dimension of this organization's commitment is the normative commitment dimension and the smallest dimension of sustainable commitment. The average of each dimension in the organizational commitment variable can be sorted from the largest dimension to the lowest dimension. The normative commitment dimension, the "good" criterion, shows that it is always

actively involved in initiatives and programs supported by the organization, but needs to be improved to comply with the organization's rules and policies with consistency. The "good" criterion of continuance commitment indicates that identifying that leaving the organization will result in a big loss, going well but needs to be improved to feel the high emotional or psychological cost of leaving the organization.

Verifictive Discussion

1. The Influence of Transformational Leadership on Organizational Commitment

Transformational leadership has a direct influence of 14.76%, an indirect influence on organizational commitment through work motivation variables of 7.81%, and a total influence of 21.57%. In line with the results of the study, Dunn et al. (2012), stated that the behavior of transformational leaders is significantly and positively related to organizational commitment. The results of the research by Anis Eliyana, Syamsul Ma'arif and Marzuki (2019) This study found that transformational leadership has a significant direct influence on job satisfaction and organizational commitment. However, transformational leadership cannot have a significant impact on performance when it is intervened by organizational commitment and cannot have a direct impact on performance.

2. The Influence of Work Motivation on Organizational Commitment

Work motivation has a direct influence of 22.38%, work motivation has an indirect influence on organizational commitment through transformative leadership variables of 7.81%, and the total influence is 30.09%, in line with the opinion of Handoko, (2015). "Motivation is the underlying reason for an employee to do a job. Motivation questions how to encourage employees' passion to work hard by providing all abilities and skills to realize organizational goals. Motivation is a state that exists in a person's personality that encourages the individual's desire to do certain activities to achieve goals."

3. The Influence of Transformational Leadership and Work Motivation Simultaneously on Organizational Commitment

The value of the determination coefficient (R^2) of transformational leadership and work motivation in determining the variation of organizational commitment is 0.516 or 51.6 %. Meanwhile, other factors that were not studied and also affected the effectiveness of services were shown by the value of $\rho_{y\epsilon 1} = 0.484$ or 48.4%. In line with Burns in Sedarmayanti (2010), world-class leadership experts argue that transformational leadership is capable of and implementing change because transformational leadership provides a clear vision for further change, leaders have clear goals that can guide the organization in a new direction, leaders emphasize the importance of seeing new possibilities and promoting exciting future visions.

Conclusion

1. Transformational Leadership Conditions, Work Motivation, Organizational Commitment, and Employee Performance, as follows:
 - a. Variable conditions of transformational leadership with the criterion of "quite good" to very good. As for the average of each dimension in the transformative leadership variable, the largest dimension is concern and the smallest dimension is the dimension of valuing differences and beliefs.
 - b. Condition The variable of work motivation with the criterion of "quite good" leads to "good". As for the average of each dimension in the work motivation variable, the largest dimension is the dimension of high level of ideals and the smallest dimension of the dimension of effort to advance.
 - c. The condition of the variable of organizational commitment with criteria is quite good to very good. As for the average of each dimension of organizational commitment, the largest dimension is the normative commitment dimension and the smallest dimension is the continuance commitment dimension.
2. The condition of employee performance variables with the criteria of "quite good" to "very good". As for the dimensions in the employee performance variables, the largest dimension is the work commitment dimension and the smallest dimension is the punctuality dimension.
3. Motivation has a positive and significant effect on the organization's commitment, meaning that employees will feel happy and enthusiastic at work, which in turn will bring benefits to the organization's commitment.
4. Transformational leadership and work motivation have a positive and significant influence simultaneously on organizational commitment, meaning that transformational leadership also includes traits such as consistency, high commitment, creating opportunities to improve knowledge and skills, showing concern for others, and having good communication skills. All of this can contribute to work motivation and organizational commitment.

Suggestion

1. Transformational Leadership, Work Motivation, Organizational Commitment and Employee Performance, as follows:
 - a. Suggestions for improving overall transformational leadership, here are some suggestions Transformational leadership can be improved by applying individualized consideration, Leaders need to develop traits such as consistency, commitment, creating opportunities for

others, showing concern, and having good communication skills, building communication and connection skills and **identifying leadership strengths and weaknesses**.

- b. Suggestions to increase work motivation, some suggestions that need to be implemented self-development programs, a comfortable, energetic workplace atmosphere, and positive energy can increase employee motivation, self-development can help improve employees' abilities, confidence, career path, and interests and talents, providing effective communication opportunities to all employees can also increase motivation.
2. Suggestions that should be made to increase organizational commitment Vision, mission, and goals that are aligned between members and the organization form a strong and deep organizational commitment, The organization should build *affective commitment* to its employees, providing rewards for achievements achieved can increase employee commitment to the organization.
3. Leadership has a positive and significant influence on organizational commitment, he suggests that building care and consistency, communicating vision and providing inspiration and encouraging participation and partnership.
4. Work motivation has a positive and significant influence on organizational commitment, the advice is to provide recognition and appreciation, encourage participation and involvement and provide self-development programs.

Transformational leadership and work motivation have a positive and significant influence simultaneously on organizational commitment, its advice is to build care and consistency, provide recognition and appreciation and encourage participation and engagement.

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