

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY) IN SEVERAL DISTRICT HEALTH CENTERS SOUTHWEST ACEH)

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Abstract

This study was conducted to examine the Influence of Transformational and Transactional Leadership on Employee Performance Through Organizational Commitment as an Intervening Variable in Several Health Centers in Southwest Aceh Regency. This type of research uses a quantitative method, data collection using a questionnaire containing questions and statements by distributing it to the employees concerned at the Health Centers in Southwest Aceh Regency. This research was conducted at 3 Health Centers in Southwest Aceh Regency, namely Alue Sungai Pinang, Alue Pisang and Babahrot Health Centers. The population in this study were employees of the Health Centers in Southwest Aceh Regency totaling 173 employees. While the number of samples in this study was 64 employees. The data analysis method used was path analysis and was processed with the help of the Statistical Package for Social Science (SPSS) application program. The results of the study showed that there was an influence of transformational and transactional leadership on organizational commitment and there was also an influence of transformational, transactional and organizational commitment leadership on the performance of employees of the Health Centers in Southwest Aceh Regency. Furthermore, the research results found that the organizational commitment variable fully mediates (full mediation) the relationship between transformational leadership and the performance of employees at the Southwest Aceh District Health Center and the organizational commitment variable directly mediates (partial mediation) the relationship between transactional leadership and the performance of employees at the Southwest Aceh District Health Center.

Keywords: *Transformational Leadership, Transactional Leadership, Employee Performance and Commitment organization*

1. INTRODUCTION

Performance is a very important and interesting part because it has proven to be very important, an organization or company definitely wants its employees to work hard according to their abilities in order to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. In an organization, employee performance has an important role in the organization and employees are very valuable assets and must be maintained and managed properly. In order to achieve organizational goals, human resources are needed who are experts in their respective fields. Because with the resources they have, employees are able to carry out the tasks assigned to them. The progress of an organization is determined by the performance of the employees in it. According to Kasmir (2021), factors that influence employee performance include ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. One of the factors that influences employee performance is organizational commitment. According to Alwi (2019), organizational commitment is the attitude

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY IN SEVERAL COMMUNITY HEALTH CENTERS IN ACEH BARAT DAYA DISTRICT)

Hartati Astina¹, Likdanawati², Marbawi³, Hamdiah⁴

of health center employees to remain in the organization and be involved in efforts to achieve the organization's mission, values and goals. If interpreted from its origin, commitment is an attitude of loyalty and responsibility shown by someone who has decided to join the membership activities of a particular institution. An employee who has a high commitment to the organization will certainly produce high performance as well. Committed employees are less likely to leave the company even though they are dissatisfied with their jobs, but tend to stay because these employees are loyal and willing to make sacrifices for the health center Raditya & Rahardja (2019). Health center employees with a strong commitment to the health center have a plan to stay at the health center and try harder to carry out the tasks that have become their responsibility, this is a habit that can be relied on by every organization Kurniawan (2020).

In addition to organizational commitment, another factor that influences employee performance is leadership. Leadership is a form of ability to influence a group towards achieving a vision or goal that has been set. Leadership can be said to be the core of a company, to establish a good working relationship between leaders and employees, both parties must understand each other's interests in an organization or company. Therefore, a leader must have the ability to read the situation being faced and adjust the leadership style that is owned flexibly in order to be able to meet the demands of the situation being faced. According to Mutia (2018) Leadership is all activities in order to influence people to want to work together in achieving common goals. Basically, a leader has his own leadership style in leading his subordinates, in this case it is often referred to as leadership style.

There are many leadership styles, it depends on each leader, where a leader must implement the right leadership style in order to manage his employees well (Safrianti, 2022). According to Ulfah (2020) Different leadership styles depend on the organizational environment, so there is no one leadership style that is superior to another, but the emotional intelligence capacity of a leader is very important in ensuring that a leader's leadership style is fully accepted by employees and effectively increases organizational commitment.

The health center is an institution whose management is aimed at serving the community. The health center can be classified as a service provider organization that also relies on the quality of service provided to the community. Speed of service, friendliness, effectiveness of action and comfort for patients and visitors will be the keys to success in managing a health workforce organization. Nursing is a form of professional service that is an integral part of health services based on nursing science and skills, in the form of comprehensive services, shown to individuals, families and communities, both sick and healthy, covering the human life cycle (Soemantri, 2020).

To achieve organizational goals at the Health Center of Aceh Barat Daya Regency, it must be supported by the existence of an appropriate leadership style. In this case, the leadership style that is being applied by the leader or Head of the Health Center of Aceh Barat Daya Regency is transactional leadership and transformational leadership. Transactional leadership is one of the leadership styles applied by the Head of the Health Center of Aceh Barat Daya Regency which focuses on explaining the roles and requirements and providing positive rewards for the performance results of his employees. Where the Head of the Health Center applies a system of exchanging opinions between leaders and employees also provides positive rewards in the form of small gifts to employees and sanctions to employees who provide poor performance such as work hours that are not in accordance with the schedule determined by the Health Center.

In addition to transactional leadership style, transformational leadership style is also one of the leadership styles that is also applied by the leader of the Aceh Barat Daya District Health Center. Where the head of the Aceh Barat Daya District Health Center wants to bring change to the Health Center by encouraging awareness of all Health Center employees about problems by helping them view old problems in a new way, and the head of the Health Center also excites, motivates, arouses and inspires his employees to make extra efforts in themselves in order to achieve the goals of the Aceh Barat Daya District Health Center in terms of providing the best

possible service for all his patients. The head of the health center also combines or motivates his employees in the direction of the goals that are upheld by clarifying the demands of each health center employee's duties. Based on research conducted by Nurwawilis, showed that to improve employee performance mediated by organizational commitment at the Rokan Hulu Health Center, it is recommended to increase the effectiveness of their leadership style, especially in transformational and transactional leadership styles because these leadership styles are leadership styles applied by the Head of the Rokan Hulu Health Center which can be seen from the Vision and Mission of the Health Center, the Head of the Health Center should pay special attention, especially to new employees, and provide information about the health center and leaders must also pay attention to the performance factors of their employees, especially in terms of providing positive appreciation for the success of tasks given by their employees (Nurwawilis, 2020).

The phenomenon of transformational leadership that occurs at the Aceh Barat Daya District Health Center is that there are still some employees who are less enthusiastic in completing the work assigned to them, this is due to the lack of values of enthusiasm in working that must be obtained from a leader. The role of leaders who are less than optimal in spurring employees to come up with good assumptions or ideas causes employees to be less creative and innovative, leaders are still lacking in providing individual attention to their employees such as treating employees individually, training and giving advice. Therefore, the head of the health center must pay more attention to his employees, especially by implementing a transformational leadership style at the Aceh Barat Daya District Health Center because a leader who implements a transformational leadership style will definitely care more about employees and make big changes, both in themselves and their organization (Edison, 2019).

The phenomenon of transactional leadership that occurs in the health center of Aceh Barat Daya Regency is that leaders do not give enough appreciation or appreciation for employee performance, leaders who are less willing to mingle with their subordinates, leaders who do not communicate well with their subordinates and do not want to pay attention to the work results of their subordinates if the subordinates do not serve patients optimally, leaders who do not want to guide or direct their employees to more creative things, leaders who do not want to mingle with their employees, leaders who are too rigid or too authoritative to their subordinates and leaders only prioritize individual interests compared to health center matters and leaders who are too arrogant when employees make mistakes. Based on the phenomenon that occurs, the head of the health center must apply a transactional leadership style to maximize the performance of his employees because based on research conducted by Armansyah (2020) with the results of transactional leadership has an influence on employee performance, where the higher the level of transactional leadership possessed, the better the performance of all health center employees in Aceh Barat Daya Regency.

Another phenomenon in terms of performance is the presence of health center employees when they come to work every day does not match the working hours that have been set. This is due to the ineffectiveness of the implementation of absences in the health center. In addition, the quality of service and the attitude of health center employees in Southwest Aceh Regency in serving patients are also less friendly so that patients often feel dissatisfied with the services provided. Nurses also serve patients who come from their families first compared to patients who have been queuing and waiting for a long time. This causes many patients to feel dissatisfied with the services provided, of course, it will have an impact on the image of the health center in the eyes of the public, therefore according to Kasmir (2019) the organization needs employees who are able to work better to help advance the organization.

Meanwhile, the phenomenon of Organizational Commitment that occurred at the Aceh Barat Daya District Health Center can be seen from the performance of employees at the Aceh Barat Daya District Health Center which is considered less than optimal. This is due to the lack of a sense of belonging to the organization or the lack of organizational commitment in employees, resulting in employees just working without any more effort to be able to provide the best results and employees also do not prioritize the satisfaction of patients who seek treatment. In this case, if

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY IN SEVERAL COMMUNITY HEALTH CENTERS IN ACEH BARAT DAYA DISTRICT)

Hartati Astina¹, Likdanawati², Marbawi³, Hamdiah⁴

employees have a high sense of commitment to the Aceh Barat Daya District Health Center, then the employees will work optimally to advance the Health Center and will try to provide the best service for each patient. Health Center employees have a great responsibility for public health but sometimes they are still less than optimal in carrying out their duties. This shows that if each employee has a high commitment to an organization, it is likely that the employee will produce maximum performance (Shaima & Kalaiselvi, 2023). The management of the Aceh Barat Daya District Health Center can measure employees' performance based on their respective work results. So that with good employee performance when serving patients, it will facilitate the achievement of the health center's goals and make the health center's name famous in the surrounding community by improving the quality of performance of the employees of the Southwest Aceh District Health Center.

2.LITERATURE REVIEW

2.1 Relationship Between Transformational Leadership and Organizational Commitment

A leader who has a transformational style will motivate his employees to improve their performance to achieve organizational goals optimally. The relationship between transformational leadership and organizational commitment can be seen from research conducted by Bhaskara (2019) that Transformational Leadership Style significantly influences organizational commitment. Research conducted by Pratama et al. (2020), also states that transformational leadership has a positive and significant effect on organizational commitment.

2.2 Relationship between Transactional Leadership and Organizational Commitment

Transactional leadership is one of the leadership styles that must be applied in a company or organization, because a leader with a transactional style will clarify employee work tasks by providing rewards and punishments to employees according to the performance produced. Leaders provide rewards that are in accordance with employee expectations so that they can influence the level of employee commitment to the organization or company. Previous research conducted by Ihwan (2020) entitled "Determination of Motivation in the Relationship between Transformational and Transactional Leadership and Construction Organizational Commitment (Study of Members of the Indonesian Construction Implementation Association or Gapensi Riau Province)". With the results there is a significant influence of transactional leadership style on organizational commitment. Research conducted by Armansyah (2020) also found that transactional leadership has a positive and significant effect on organizational commitment.

2.3 Relationship Between Transformational Leadership and Employee Performance

Transformational leadership is a leadership where a leader tries to build self-confidence, tries to develop leadership in others or subordinates, shows self-sacrifice, acts as a moral agent, focuses their supporters on themselves and the immediate goals of the work group. As we know, leadership in a company or organization has a very important role in directing and influencing its subordinates. Therefore, transformational leadership is one of the leadership styles that must be applied in a company or organization because the transformational leadership style has a vision, mission and high motivation to empower subordinates and employee motivation so that they can achieve organizational goals effectively and efficiently.

Judging from previous research conducted by Widayachyani, & Subianto (2020) entitled "The Impact of Transformational Leadership, Transactional Leadership and Servant Leadership on Employee Performance". The results of the study show that transformational leadership has a positive and significant effect on employee performance. Research conducted by Singgih et al, (2020) entitled "Transactional and Transformational Leadership Styles on Employee Performance at Bank BRI Purworejo". There are results from the study that transformational leadership style has a positive and significant effect on employee performance. This means that the higher the

transformational leadership style, the higher the employee performance. Purba & Sudibjo (2020) also stated that transformational leadership has a positive effect on employee performance. Another study conducted by Armansyah (2020) also stated that transformational leadership partially has a significant effect on employee performance at Universitas 'Aisyiyah Yogyakarta.

2.4 Relationship between Transactional Leadership and Employee Performance

Transactional leadership style is a leadership style that has the desire or choice to help subordinates achieve performance that produces rewards that can satisfy employees. A leader with a transactional style will encourage his employees to work better, so that the goals set by the company or organization can be achieved effectively and efficiently. Transactional leadership has an effect on employee performance as seen from previous research conducted by Jufrizen & Afni (2020) entitled "The Effect of Transformational Leadership and Transactional Leadership on Employee Performance with Locus of Control as a Moderating Variable". The test results show that transactional leadership has a positive effect on employee performance which is assessed by a path coefficient of 0.353.

The probability value obtained is $0.000 < 0.05$, so H_0 is rejected. This means that the influence of transactional leadership variables has a significant effect on the performance of Medan Mayor's Office employees. Judging from previous research conducted by Widyacahyani & Subianto (2020) entitled "The Impact of Transformational Leadership, Transactional Leadership and Servant Leadership on Employee Performance". With the results of the study, transactional leadership has a positive and significant effect on employee performance. Previous research conducted by Armansyah (2020) entitled "The Influence of Transformational Leadership, Transactional and Work Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at 'Aisyiyah University Yogyakarta" with the results that transactional leadership partially has a significant effect on employee performance with a statistical significance value of 0.000.

2.5 Relationship Between Organizational Commitment and Employee Performance

Commitment is an attitude of loyalty and responsibility shown by someone who has decided to join the membership activities of a particular institution. Organizational commitment can be used to estimate employee work activities, because organizational commitment can present an individual's positive attitude to an organization. Employee performance is one of the most important factors in a company, therefore the company must always improve the performance and work performance of its employees. Work performance is directly related to employee work attitudes, one of which is employee commitment to the organization and company. The relationship between organizational commitment and employee performance can be seen from research conducted by Jufrizen (2018), Sapitri (2016) and Armansyah (2020) which states that organizational commitment has a positive and significant effect on employee performance.

2.6 Relationship between Transformational Leadership and Employee Performance through Organizational Commitment as an Intervening Variable

In achieving organizational goals will always depend on employees or people who carry out the tasks or work. The success or failure of a company in achieving its goals certainly requires employee performance that supports all visions and missions of the company. Especially the performance of company or organizational leaders as policy makers. The application of a good transformational leadership style will improve employee performance. Previous research conducted by Pratama et.al (2020) entitled "The Effect of Transformational Leadership Style on Employee Performance with Organizational Commitment as an Intervening Variable at Graha Kaori Group in Gianyar". With the results, namely organizational commitment can mediate the relationship between transformational leadership style and employee performance.

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY IN SEVERAL COMMUNITY HEALTH CENTERS IN ACEH BARAT DAYA DISTRICT)

Hartati Astina¹, Likdanawati², Marbawi³, Hamdiah⁴

2.7 The Relationship Between Transactional Leadership and Employee Performance Through Organizational Commitment as an Intervening Variable.

A company or organization needs a leader who understands how to direct and influence his subordinates to complete tasks according to their respective sections. Therefore, there needs to be a leader who clarifies the tasks of his employees. According to Robbins & Judge (2019), transactional leadership style is a leadership model where leaders integrate or motivate their followers in the direction of established goals by clarifying roles and task demands. Based on previous research conducted by Agung & Mas'ud (2021), it was stated that organizational commitment has been proven to mediate the relationship between transactional leadership style and employee performance.

2.8 Hypothesis

- H1 : It is suspected that Transformational Leadership has a positive and significant influence on Organizational Commitment.
- H2 : It is suspected that Transactional Leadership has a positive and significant influence on Organizational Commitment.
- H3 : It is suspected that Organizational Commitment has a positive and significant influence on Employee Performance.
- H4 : It is suspected that Transformational Leadership has a positive and significant influence on Employee Performance.
- H4 : It is suspected that Organizational Commitment has a positive and significant influence on Employee Performance.
- H6 : It is suspected that Organizational Commitment is able to mediate the influence of transformational leadership positively and significantly on employee performance.
- H7 : It is suspected that Organizational Commitment is able to mediate the influence of transactional leadership positively and significantly on employee performance.

3. IMPLEMENTATION METHOD

Population is a collection of data that has the same characteristics and becomes the object of inference, Inferential statistics is based on two basic concepts, population as the whole data, both real and imaginary, and sample, as part of the population used to make inferences (approaches/descriptions) to the population from which it comes. According to Sugiyono, (2022) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. In this study, the population was all employees working in three health centers in Southwest Aceh Regency, namely Alue Sungai Pinang Health Center totaling 73 people, Alue Pisang Health Center totaling 43 people and Babahrot Health Center totaling 57 people. So, the total population in this study was 173 employees. According to Sugiyono (2020) the sample is part of the number and characteristics of the population, samples taken from the population must be truly representative. Sample size is the number of samples that will be taken from a population.

In this quantitative study, the sample is part of the number and characteristics possessed by the population (Sugiyono, 2020). To determine the sample in this study, the author used the Slovin formula. So the sample in this study was 64 employees from three health centers in Southwest Aceh Regency. The sampling technique in this study was Proportional stratified random sampling used with the aim of obtaining a representative sample by looking at the population. The sampling method in this study was carried out using the probability sampling method. Sampling will use the probability sampling method, namely by proportionate random sampling (random sample). Proportionate random sampling is a sample selection used when the population elements are not homogeneous, namely consisting of several heterogeneous health centers (not the same). The type of data used in this study is quantitative data, namely data in the form of numbers or qualitative

data that is scored (scoring) Sugiyono (2020). The data used in this study is primary data. Primary data is a source of data obtained directly from the source Sugiyono (2020). Where primary data is data obtained from distributing questionnaires and getting responses from respondents to the questions that have been given. The data collection technique in this study uses a survey technique through distributing questionnaires.

4. RESULTS AND DISCUSSION

4.1 Normality Test

The results of the normality test using the histogram graph in Figure 4.3 and Figure 4.4 above show that the diagonal line in the graph is symmetrical or does not deviate to the left or right. So it can be concluded that the data in this study is normally distributed.

4.2 Heteroscedasticity Test

The results of the scatterplot test show that the points are spread randomly and are spread both above and below the number zero on the Y axis. This can be concluded that there is no heteroscedasticity in the regression model. So the regression model is suitable for use in predicting employee performance and organizational commitment.

4.3 Multicollinearity Test

The results of the multicollinearity test above can be seen that all variables have a tolerance value ≥ 0.10 and a VIF value ≤ 10 . This shows that there is no multicollinearity and this test is good for use in this research model.

4.4 Two-Way Model Regression Analysis (Path Analysis)

The calculation results in the summary model obtained the results of the large Rsquare (R²) figure of 0.380, which means that the figure shows that transformational and transactional leadership on organizational commitment is 38% while the remaining 62% is influenced by other factors. Thus, the variability of organizational commitment that can be explained using transformational and transactional leadership variables is 38%, while the influence of 62% is caused by variables outside this model such as compensation and job satisfaction.

4.5 Results of Simultaneous Regression Analysis (F Test)

The results of statistical calculations show the value of the F-test of 16,098 with a significance level of 0.001. Because the probability is much smaller than 0.05, the regression model can be used to predict organizational commitment or it can be said that transformational and transactional leadership variables simultaneously affect organizational commitment, this is because the significance level is <0.05 . Thus, the variables in this study have met the requirements of goodness of fit of a path analysis model. Based on Table 4.17 above, it can be concluded that transformational and transactional leadership simultaneously affect organizational commitment.

4.6 Coefficient of Determination

The calculation in the summary model obtained the Rsquare figure of 0.581, which means that the figure shows that the influence of transformational, transactional and organizational commitment leadership can explain that employee performance is 58.1%, while the remaining 41.9% is explained by other factors. Thus, the variability of employee performance that can be explained using transformational, transactional and organizational commitment leadership variables is 58.1% while the remaining 41.9% is explained by variables outside this model such as compensation and competence.

4.7 Results of Simultaneous Regression Analysis (F Test)

The results of statistical calculations show the value of the F-test of 16.151 with a significance level of 0.000. Because the probability path is much smaller than 0.05, the regression model can be used to predict employee performance or it can be said that the variables of

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY IN SEVERAL COMMUNITY HEALTH CENTERS IN ACEH BARAT DAYA DISTRICT)

Hartati Astina¹, Likdanawati², Marbawi³, Hamdiah⁴

transformational, transactional and organizational commitment leadership simultaneously affect employee performance, where the significance level is <0.05 , which means that the variables in this study have met the requirements of goodness of fit path analysis modeling.

4.8 DISCUSSION

4.8.1 The Influence of Transformational Leadership on Organizational Commitment (H1)

The results of testing the Transformational Leadership variable (X1) on Organizational Commitment (Z) obtained a t-value of $3.168 \geq 2.000$ greater than the t-table value at a confidence level of 95% ($\alpha = 5\%$) $df = nk = 64 - 4 = 60$ obtained a t-table value of 2.000 with a significant value of $0.002 \leq 0.05$. So Transformational Leadership has a positive and significant effect on Organizational Commitment at the Aceh Barat Daya District Health Center, thus that hypothesis 1 is accepted. In this case, it can be concluded that the role of leaders in inspiring employees by providing understanding and support to employees with the support of a leader can increase employee work commitment. So that with a high level of employee commitment, employees will try to do their jobs optimally. This study is in accordance with previous research conducted by Kesuma (2019) & Meriana (2021). The results of their research prove that Transformational Leadership has a positive and significant effect on Organizational Commitment. In addition, previous research conducted by Pratama et.al (2020), which also found that transformational leadership has a positive and significant effect on organizational commitment.

4.8.2 The Influence of Transactional Leadership on Organizational Commitment (H2)

The results of testing the Transactional Leadership variable (X1) on Organizational Commitment (Z) can be obtained t-value with a value of $2.554 \geq 2.000$ greater than the t-table value at a confidence level of 95% ($\alpha = 5\%$) $df = nk = 64 - 4 = 60$ obtained t-table value of 2.000 with a significant value of $0.000 \leq 0.05$. So Transactional Leadership has a positive and significant effect on Employee Performance at the Health Center of Aceh Barat Daya Regency. Thus, hypothesis 2 is accepted. This shows that the higher the transactional leadership style applied by the head of the health center will also increase organizational commitment. The head of the health center succeeded in supervising and taking corrective action on mistakes made by his subordinates so that employees feel comfortable working and enthusiastic in carrying out their duties and obligations. The actions taken by the leader will create employee loyalty to the organization so that employees maintain their membership in the organization. The results of this study support and are in line with research conducted by Syafi'i & Sarwoko (2019) which states that transactional leadership has a positive effect on organizational commitment, the stronger the transactional leadership will increase organizational commitment. This study is also in accordance with Ihwan's research (2020), this study shows that there is a significant influence of transactional leadership style on organizational commitment.

4.8.3 The Influence of Transformational Leadership on Employee Performance (H3)

The results of testing the Transformational Leadership variable (X1) on Employee Performance (Y) obtained a t-value of $3.164 \geq 2.000$ greater than the t-table value at a 95% confidence level ($\alpha = 5\%$) of significant $0.002 \leq 0.05$ $df = nk = 64 - 4 = 60$ obtained a t-table value of 2.000. So Transformational Leadership has a positive and significant effect on Employee Performance at the Aceh Barat Daya District Health Center. Thus, hypothesis 3 is accepted. In this case, it can be concluded that the role of leaders in inspiring employees by providing understanding and support to employees, because leaders are people who are able to influence their employees, through communication both directly and indirectly with the intention of moving their employees with full understanding, awareness and happy to work optimally in order to realize the vision and mission of the Aceh Barat Daya District Health Center. This is also reinforced by previous research

conducted by Purba & Sudibjo, (2020) which explains that transformational leadership has a positive and significant effect on employee performance. In addition, this study is also in line with research conducted by Nugroho et al., (2020), Jufrizen et al., (2020), Singgih et al., (2021), and Virgiawan et al., (2021), which also obtained results that transformational leadership has a positive and significant influence on employee performance.

4.8.4 The Influence of Transactional Leadership on Employee Performance (H4)

The results of testing the Transactional Leadership variable (X1) on Employee Performance (Y) obtained a t-value of $6.911 \geq 2.000$ greater than the t-table value at a confidence level of 95% ($\alpha = 5\%$) $df = nk = 64 - 4 = 60$ obtained a t-table value of 2.000 with a significant value of $0.014 \leq 0.05$. So Transactional Leadership has a positive and significant effect on Employee Performance at the Southwest Aceh District Health Center. Thus, hypothesis 4 is accepted. This shows that the transactional leadership style applied by the head of the Southwest Aceh District Health Center is able to improve the performance of health center employees. Health center employees get effective and efficient work guidelines from the leader so that employees are able to maximize their work given to them. The results of this study support Robbins & Judge's opinion that transactional leadership is basically to help employees work better. In addition, this study also supports and is in line with several studies conducted by Armansyah (2020) & Jufrizen et al., (2020) who also concluded that transactional leadership has a positive and significant influence on employee performance.

4.8.5 The Influence of Organizational Commitment on Employee Performance (H5)

The results of testing the Organizational Commitment variable (Y1) on Employee Performance (Y) obtained a t-value of $5.005 \geq 2.000$ greater than the t-table value at a confidence level of 95% ($\alpha = 5\%$) $df = nk = 64 - 4 = 60$ obtained a t-table value of 2.000 with a significant value of $0.000 \leq 0.05$. So Employee Performance has a positive and significant effect on Organizational Commitment at the Aceh Barat Daya District Health Center. Thus, hypothesis 5 is accepted. With the existence of employee work commitment at the Aceh Barat Daya District Health Center, it will have a positive impact on the Health Center. Because high work commitment is needed at the Health Center, because a sustainable organization really needs employees who have a high level of commitment. Because the key to the success of an organization is from the performance of the employees themselves. This is also reinforced by previous research conducted by Budiantara et al., (2022) and Putra et al., (2020) where their research concluded that organizational commitment has a positive and significant effect on employee performance.

4.8.6 Organizational Commitment Mediates the Relationship between Transformational Leadership and Employee Performance

Calculations obtained from the Sobel test an interactive calculation tool for mediation tests where the test statistic value obtained a value of $1.340 < 2.00$. The p-value is $0.180 > 0.05$ and the standard error value is 0.078. Based on Figure 4.8, it can be explained that the coefficients of path A, path B and path C are significant, while path C 'is not significant. Because path C' is not significant, it can be concluded that there is a Full Mediation relationship in other words, the transformational leadership variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely organizational commitment. This means that organizational commitment can mediate the relationship between transformational leadership and employee performance. Thus, it indicates that the higher the employee commitment, the more optimal the performance that will be produced. This study also supports and is in line with research conducted by Fadilah et.al (2023) which obtained the results that transformational leadership has a positive and significant effect on employee performance with organizational commitment as an intervening variable.

THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (CASE STUDY IN SEVERAL COMMUNITY HEALTH CENTERS IN ACEH BARAT DAYA DISTRICT)

Hartati Astina¹, Likdanawati², Marbawi³, Hamdiah⁴

4.8.7 Organizational Commitment Mediates the Relationship between Transactional Leadership and Employee Performance

The calculation obtained from the Sobel test an interactive calculation tool for mediation test where the test statistic value obtained a value of $2.237 > 2.00$, a p-value of $0.025 < 0.05$ and a standard error value of 0.049. Based on Figure 4.10, it can be explained that the coefficients of path A, path B, are significant and path C is significant, while path C' is also significant, so it can be concluded that there is a Partial Mediation relationship (Direct Relationship) in other words the Transactional Leadership variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely organizational commitment. This means that organizational commitment can mediate the relationship between transactional leadership and employee performance. Thus indicating that the higher the employee commitment, the more optimal the performance that will be produced. The results of this study also support and are in line with research conducted by Safrianti (2020) which obtained the results of organizational commitment being able to mediate the influence of transactional leadership on employee performance.

5. CONCLUSION

1. Transformational Leadership has a positive and significant effect on Organizational Commitment at the Health Center of Southwest Aceh District. This shows that Transformational Leadership influences the Organizational Commitment of Employees of the Health Center of Southwest Aceh District.
2. Transactional Leadership has a positive and significant effect on Organizational Commitment at the Health Center of Southwest Aceh District. This shows that Transactional Leadership influences the Organizational Commitment of Employees of the Health Center of Southwest Aceh District.
3. Transformational Leadership has a positive and significant effect on Employee Performance at the Health Center of Southwest Aceh Regency. This shows that Transformational Leadership affects the Performance of Employees at the Health Center of Southwest Aceh Regency.
4. Transactional Leadership has a positive and significant effect on Employee Performance at the Health Center of Southwest Aceh Regency. This shows that Transactional Leadership affects the Performance of Employees at the Health Center of Southwest Aceh Regency.
5. Organizational Commitment has a positive and significant effect on Employee Performance at the Health Center of Southwest Aceh Regency. This shows that Organizational Commitment affects Employee Performance at the Health Center of Southwest Aceh Regency.
6. Transformational Leadership has a positive and significant effect on Employee Performance through Organizational Commitment on Employees of the Health Center of Southwest Aceh Regency. This shows that Organizational Commitment is able to mediate the relationship between Transformational Leadership and Employee Performance of the Health Center of Southwest Aceh Regency.
7. Transactional Leadership has a positive and significant effect on Employee Performance through Organizational Commitment on Employees of the Health Center of Southwest Aceh Regency. This shows that Organizational Commitment is able to mediate the relationship between Transactional Leadership and Employee Performance of the Health Center of Southwest Aceh Regency.

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