

The Role of Work Commitment and Work Motivation in Mediate the Influence of Transformational Leadership on the Performance (Study on PT. Terminal Peti Kemas Surabaya)

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Abstract

This research aims to empirically examine and analyze: influence transformational leadership toward employee performance; influence work commitment and work motivation toward employee performance; work commitment and work motivation as mediating the influence transformational leadership toward employee performance. The results of this study are expected to contribute to science, especially human resources, especially the relationship between transformational leadership on work commitment, work motivation and performance.

This study is a survey of the employees of PT. Terminal Peti Kemas Surabaya. The research method used is explanatory research. The study population was all employees of PT. Surabaya Container Terminal which has been working for 2 years and as many as 512 employees. Determination of the samples was done by using the formula Slovin and further unknown samples are 131 employees. analysis used in the study is the GSCA (Generalized structured component analysis).

The results of this study establish that leadership transformational insignificantly on employee performance. Work commitment and work motivation have a significantly on employee performance. Further work commitment and work motivation as mediating the influence of transformational leadership on employee performance. Although the work commitment and work motivation has a role to produce performance, but still need to be improved in order to build better organizational conditions for performance of employees and further improve the performance of the organization.

Keywords: Transformational Leadership, Work Commitment, Work Motivation and Employee Performance.

Introduction

Containers terminal is an important link of the goods transportation system by sea. In recent years, along with an increase in the number of goods being traded, then it takes the role of containers terminal so that it is able to ensure the smooth transportation of goods. It's been a lot of containers terminal in Indonesia that are specific only to serve the loading process and unloading containers. The difference of handling and facilities lead of the each containers cause that they have a difference performance. The problem often encountered containers terminal is the length of time loading and unloading productivity so that loading and unloading terminals containers became low.

As the one of business organization which aims to achieve a profit, PT. Terminal Peti Kemas Surabaya should be managed professionally and prosecuted can provide good service. The existence of employees with certain qualifications and integrity is considered quite important. In the big scale, productivity and service to the society will be greatly affect of the firm performance. Factually, the containers terminal performance is affected by many factors, such as DRILL, BCH and YOR, whereas the DRILL Factors is very influenced by the BCH and the YOR. Based on the benchmarking analysis with other containers terminals, the BOR TPS suggested has a good because it still is below 40%. The other side, for the cranes factors productivity, TPS needs to improve the better performance because it's productivity tends to decrease since 2006 to 2009. This makes the ship will be on the dock for a long time so it will affects drill, berthing time and TRT in the TPS.

The performance decrease of the PT. Terminal Peti Kemas Surabaya caused of several factors, among others, the damage of loading and unloading equipment, the slow pace of return of trucks carrying goods to the length of the document management process. This cannot be resolved quickly by the organization due to lack of response of the respective parts of the run function with good. The weak coordination inter section, causes they works independently so that the needs of other parts should be supported by the other part not done, giving rise to the delay in the handling of containers. To cope the existing problems, then it needs the role of the organization leader. Theoretically, the leadership can play a role as coordinator of the activities carried out by some parts of the organization. With good leadership, then the PT. Terminal Peti Kemas Surabaya is expected to give the organization climate conducive so that it will have an impact on the creation of better performance. The argument was reinforced with statement from Hadari and Martini (2006) that an organization needs leadership positions to carry out tasks that focus on a common goal. Furthermore, Rost (1991); Yukl (2007) states that the leadership as a process from someone to emphasize the strong influence of others to guide, create structure,

facilitate the activities and relationships within the group or organization.

The leadership role for employees to have a commitment, where commitment is a person's ability to identifying their position and get involved in the organisation activity (Allen dan Meyer, 1990). According to some researchers, the role of the leader can influence the commitment of employees through those powers in setting rewards and punishment when assessing employee performance (Yu, *et al.*, 2002). The employees commitment can be either a work commitment and organizational commitment. The work commitment involve the employees organization that seeks to help the organization's efforts to achieve the goal. Through the leadership, a leader can provide support on employees using the capability to carry out the work. The role of leadership behavior to produce a work commitment in order to improve the performance (Cropanzano *et al.*, 2003).

Moreover, the leadership role also encourage employee motivation, where the work force motivation or encouragement that there is on the employee to act or behave in a certain way. That strength will be make an individul effort to do something or do something which match with the ability of each individual (Gibson *et al.*, 1997; Robbins, 2001). When someone motivated, they will trying to do something in order to produce a favourable performance by doing an activity which match direction that is beneficial to the organization (Robbins, 2001). Workers need to be motivated to reach the job satisfaction so it will be followed with work achievement both individually and group (Luthans, 1992).

1.Theory and Hypothesis

Leadership is the processes to drive dan help the people to do work to reach a goal (Newstorm and Davis, 2001). The relationship between leadership and commitment has been evidenced by the Brewer (1993), in which commitment is seen in terms of the conflict with the level of managerial strategy. In the employee commitment model, Brewer (1993) states that although the managerial strategy is not synonymous with leadership, attributes and skills needed in leadership can be seen as an important part of managerial strategy. That statement indicated that the leadership is able to affect the commitment of the employees. Furthermore, Huang (2011) explain the relationship between leadership and commitment, found that leadership have influence to the commitment. Studies conducted by Zehir, et al. (2012) found that transformational leadership have relationship with supervisor. The statement expressed by Brewer (1993), Huang (2011), and Zehir, et al. (2012), give an idea that the leadership has a strong relationship with employee commitment.

Commitment is a situation where individuals will be favoring organization in achieve goals and desires to retain keangotaannya in organizations (Robbins, 2001). Commitment is defined as an intellectual characteristics, personal traits such as honesty, which can not be mandated or imposed from outside (Brown, *et al.*, 1994). Simply put, the commitment also related to the attachment between employees and organizations which built based on mutual give and take from both sides. Based on the above explanation, then the first and sixth hypotheses can be determined as follows:

H1:The practice of transformational leadership style can enhance the commitment of work.

H6:Work commitments mediates the application of transformational leadership style of performance of employee.

The use of transformational leadership concept used with the consideration that the trasformasional leadership can be used at the time leader of the extend and improve the wellbeing of its employees, raised awareness of the purpose and mission of the group, as well as be able to invite employees to see far into the future beyond personal interests for the group. Transformational leadership is a type of leadership at a time when leaders are more likely to attempt to change the organization rather than maintain the current conditions. Transformational leaders able to motivating the subordinates perform duties above personal interests for the sake of the interests of the larger organization (Bass dan Avilio, 1994). Based on the above explanation, the second hypothesis of this research can be determined as follows:

H2:The practice of transformational leadership style can enhance work motivation.

Effective leadership is an important variable in giving effect to the success of the project management (Gharehbaghi dan McManus, 2003). Inappropriate leadership style in dealing with subordinates will be impact on declining performance. The best leadership style will lead the subordinates to work effectively (Likhitwonnawut, 1996). The relationship between leadership and performance has been supported with studies conducted by Nemanich dan Keller (2007), Whittington, *et al.* (2004), Wang dan Howell (2012). Generally, the results of the study found that transformational leadership has the signifiacantly affect to the performance. Work motivation is a person's psychological strength that will determine the direction of the behavior in its organization, and show the effort as well as the degree of work accuracy (George dan Jones, 2002). Motivation is the willingness to issue a high effort towards the objectives of the organization are conditioned by the ability of that effort to meet their individual needs or in other words the motivation is the result of interaction between the existing situation and condition (Robbins, 2001). Factually, motivation is the psychological process which occurs of the interaction between attitudes, needs, perception, learning, and problem solving.

Chong (2007) state that transformational leadership is a leadership way to increase the demand for subordinate

tasks and responsibilities are greater so that it can stimulate the ability of potential employees as well as making employees independently in terms of capacity and willingness to learn. The transformational leaders must have the cognitive ability in organization development, change the organization's vision, and creating an environment that enables the change. Based on the above explanation, then the third and seventh hypothesis for this research can be determined as follows:

H3: The practice of transformational leadership style can be improve employee performance

H7: The work motivation mediates the practice of transformational leadership style and employee performance.

The research that links between performance commitments have been made by previous researchers, whereby the most of the finding show that organizational commitment affect the performance (Allen dan Meyer, 1990; Shore dan Wayne, 1993; Shaw, *et al.*, 2003). Commitment has an important role for the organization, whereby a low organizational commitment of employees would cause the employee turn over, so that organizations are less able to make good planning in managing human resources, so it can influences the outcome of work on the whole.

The work commitment is shown through the person attitude based on the values and realized through behavior toward the organization (Luthans, 1992). The commitment demonstrated by individuals through involvement in organizations, seeks to assist organizations in achieving business goals and the organizational values. The work commitment involving the individual interdependence against his work. Work commitment is a variable that reflects the degree of relationship that is considered to be owned by the individual against certain in the organisation jobs (Spector, 2000). Employee work commitment demonstrated by the involvement of employees in organization to run the workers as expected of the organization. The work commitment can be produce the greater performance. Based on the above explanation, then the fourth hypothesis of this research can be determined as follows:

H4: The higher the employment commitment can enhance employee performance.

In addition to supporting increased employee commitment, leadership can also encourage employee motivation, whereby the worker motivation will be encourage them to act or behave in a certain way. That strength in the form of individual willingness to do something or matching to the ability of each individual (Gibson *et al.*, 1997; Robbins, 2001). When someone motivated, they're trying to do something in order to produce a favourable performance by channeling capabilities on a direction that is beneficial to the organization (Robbins, 2001). Workers need to be motivated to make that job satisfaction, so it will be followed by a work achievement both individually and group (Luthans, 1992). The study that have done by Barbuto, Jr. (2005) suggests that leadership will be effect on the motivation

From literature study, Robbins (2001) argue that someone who has motivation will be trigger to do something to reach a superior performance, thus it will give a beneficial for the organization. In addition, Luthans (1992) explain about the importance of worker to motivated, so they will get a satisfaction, thus it will affect to the work achivement. That arguments shown that there's an interdependencies between motivation and performance. The research that linked between motivation and performance that has done by another researcher, such Orpen (1997), Igalens dan Roussell (1999), Barbuto Jr, (2005). However, the finding of these research has a difference. The research that conducted by Barbuto Jr, (2005) found that there's a relationship between leadership, motivation and performance. The other side, Orpen (1997), Igalens dan Roussell (1999) found that there's no influences between motivation to the performance. The difference result of that research give an opportunity to do the development by linking between motivation with performance. From the explanation above, then the fifth hypotesis from this research can be determined as follow:

H5: The stronger work motivation of employees will be improve the performance.

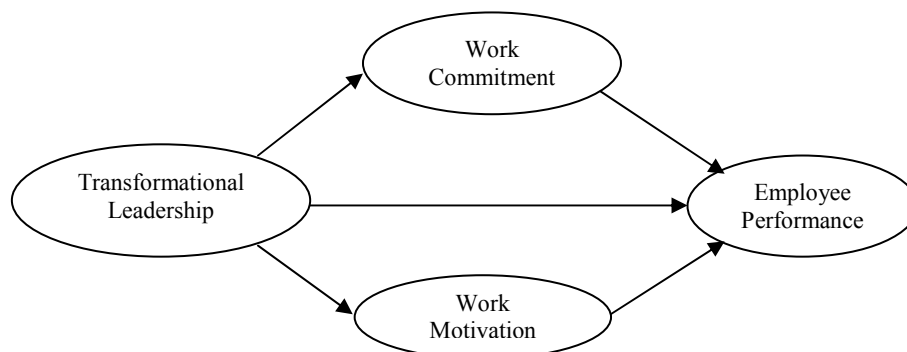


Figure 1. Conceptual Framework

2. Research Methodology

Population and Sample

The population in this study are all employees of PT. Surabaya Container Terminal that has worked more than 2 (two) year. From the available data, the number of employees who meet the criteria as much as 512 employees. From the 512 employees who match the criteria, we used 131 sample. Furthermore, to determine sample size, we use Slovin's formula and systematic sampling to collect data.

$$n = \frac{N}{1 + N e^2}$$

Analysis

To test and interpreted the hypothesis posed, we use GSCA (*Generalized structured component analysis*). GSCA is structural analysis based components that can be used to calculate score (not scale) and also can be applied on a very small sample. In addition, GSCA can be used on structural model that involves a variabel with reflective and or formative indicator.

3. Results

Before testing the hypotheses proposed, we'll do test to the model. This test have done to find out whether the structural model fulfil the requirements *Goodness-Of- Fit*. Model test results can be seen from the table as follow. Based on the table above indicates that the value of AFIT is almost equal to FIT. Because variables that affect the performance of the employee not only one, then it is better to use a FIT that's been rectified or use AFIT. AFIT value is 0,56 indicates that the influences of transformational leadership, work motivation and work commitment to the performance amounting to 56 percent, while the remaining 44 percent are affected by other variables.

Table 1 Test of Model Fit

Testing	Result
FIT	0,57
AFIT	0,56
GFI	0,99
SRMR	0,12
NPAR	41

The value of GFI amounted 0.99 is greater than *cut-of value* $\geq 0,90$, indicated that model to be in a good criteria. While the SRMR value is 0.12, larger than *cut-of value* $\leq 0,08$, indicated that SRMR are to be in not good criteria. Although one of an testing instrument has no good criterion, this result can be expressed fulfill the requirements of Goodness-Of- Fit, and then hypothesis testing can be done.

Table 2 Path Coefficient

The relations between variables	Estimate	CR	P-Value	Explanations
Transformational Leadership (X1) -> Work Commitment (Y1)	0.37	4.57*	0,00	Sig.
Transformational Leadership (X1) -> Work Motivation (Y2)	0.38	5.51*	0,00	Sig.
Transformational Leadership (X1) -> Employee Performance (Y3)	0.10	1.31	0,07	Not Sig.
Work Commitment (Y1) -> Employee Performance (Y3)	0.31	6.46*	0,00	Sig.
Work Motivation (Y2) -> Employee Performance (Y3)	0.44	3.74*	0,00	Signifikan

CR* = significant at.05 level

Based on the result analysis, the models can be composed as follows;

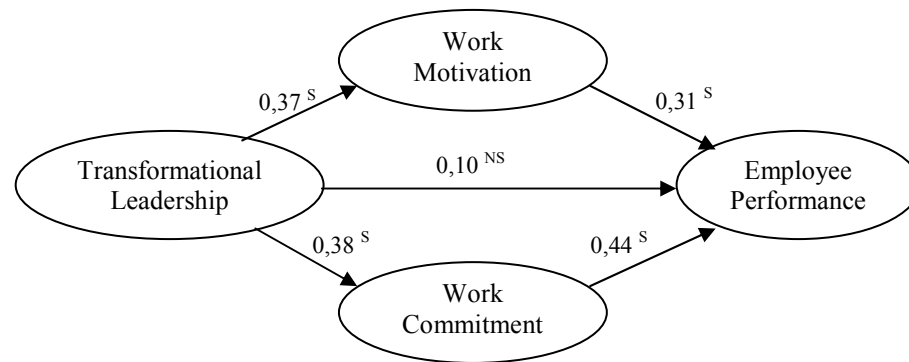


Figure 2. The Result of This Study

The path analysis results showed that the work commitment and work motivation mediate the relationship between transformational leadership with employee performance. Transformational leadership not generate employee performance directly. Work motivation will be the greatest mediation variables in generating the influence of transformational leadership on the employee performance. Whereas work commitment as an alternative for the transformational leadership in produce an employee performance. The Increase of work motivation for a firm is a strategic effort within strengthen the transformational leadership to produce the employee performance.

4. Discussion And Conclusion

From the first hypothesis, the results showed that transformational leadership significantly influential towards work commitment. This results support the statements expressed by Allen and Meyer (1990); Lok and Crawford. (2003); Geijsel, *et al.* (2003), Yu, *et al.* (2002), Arnold, *et al.* (2001); Randeree and Chaudhry (2012), that a leadership having the role for employees to creating an organizational commitment. A strong transformational leadership will be increase employee commitment, whereby leaders are expected to give the ideal influence, inspirational motivation, intellectual stimulation and individual consciousness for the workers to inspire workers in realizing the organizational vision.

Other findings from this research is that transformational leadership influenced to work motivation significantly. Transformational leadership is the way of leadership in increasing the demand for the greater task and responsibilities subordinate, so that it can stimulate the employee potential ability as well as making employees independently in terms of capacity and willingness to learn (Chang, 2007). Transformational leadership is able to improve the behavior of workers to strive earnestly so that the work be better. In this research, we used the concept of motivation to describe the work motivation, which is the combination of desire and energy that is directed to do something that should be done by a worker. The indicators that we used to describe of work motivation includes the influence, control, dependency, expansion and affiliate.

The other findings that can be generated from this research are leadership styles that are applied by a firm leader cannot improve the employee performance directly. This finding supports the statement of the some researcher, such as Hadari dan Martini (2006), Rost (1991) dan Schein (1997), that the role of leadership to drive an employees through the influence which belong to improve the employees performance. In addition the statement expressed by Davis (1985), Smith, *et al.* (2004), dan Yukl (2007), indicates that a leader who has the ability to inspire his subordinate can enhance trust, admiration, loyalty and respect, thus it can produce better performance. Work commitment is demonstrated through the involvement in the organization, seeks to assist organizations in achieving business goals and organization values. The higher employee work commitment, it will help the organizational efforts to achieve the objectives. The concept of work commitment to this study uses the concept of Gibson, *et al.* (1997), include an indicator of confidence in the aims and organization values, will help organizations, loyalty, pride and became a member of the organization. The strong work commitment gives rise to fidelity, in which the workers fidelity will be make they always obey, execute, and practiced the work with full responsibility, thus helping the organization to reach a goal. The results of this study contribute empirically that a strong work commitment of employee can improve the employees performance in carrying out the work.

Campbell and Pritchard (1976), Robbins (2001), George and Jones (2002) states that an employee who has a strong work motivation will always behave in order to carry out the work with my best. Strong behavior of employees in carrying out the work would have an impact on high output, so that employees with high work motivation can yield better performance. Our findings support the studies conducted by Russ (2010); Miao, *et al.* (2007); Orpen (1997). Empirically, these findings provide a donation that motivation has a positive influence and significant on performance individuals. Strong work motivation of employees demonstrated by the efforts employee to cooperate and establish a good relationship with colleague. The strong cooperation may give rise of

mutual help behavior in the running of a job so that the job done can run well without any obstacles. Employee efforts to always work in accordance with the established plan can provide direction for the workers to focus in doing their work.

Transformational leadership will generate performance through employee commitment. Transformational leadership which demonstrated by leader through indicators inspirational motivations is able to change the spirit of the groups in the organization via the growth of enthusiasm and optimism. The result of this transformational leadership is the creation of a strong work commitment from employees. Employee commitment is demonstrated through the indicators will help the organization include the desire of the individual to do something seriously in order to assist the organization in achieving the objectives. Transformational leadership is capable of converting employees to develop enthusiasm and optimism to produce work with a commitment to change the individual's desire to do something seriously in order to assist organizations in achieving the objectives.

Other findings resulting from this research indicate that the work motivation mediate the influence of transformational leadership to the employee performance. The results of this research indicate that the leader that is able to feel trust, admiration, loyalty and respect of employees must be encourage employees to supply capabilities in the direction which is beneficial in order to produce performance. Transformational leadership has a role to enhance trust, impress, loyalty and respect of employees so that they have a strong motivation in running the work. The motivation is the psychological strength in a person to transmit capabilities on a fruitful direction could generate better performance.

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