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The impacts of charismatic leadership and transformational leadership on job performance of health workers during the covid-19 pandemic with commitment as mediator and generosity as moderator

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Abstract. This study aims to analyze the influence of charismatic leadership and transformational leadership on job performance for health workers during the COVID-19 pandemic with a commitment as a mediator and generosity as a moderator. The approach used for surveys and data analysis in was quantitative methods. There were 367 health workers, consisting of 60 men and 307 women from several cities in Indonesia that acted as participants of this study. Furthermore, data analysis was carried out by using the R program language as the main tool for analysis. The results of the data analysis are divided into two, namely descriptive analysis (demographics) of respondents and analysis of moderated mediation to find relationships between variables. Demographic analysis shows that the respondents consisted of 307 women and 60 men. The majority of survey respondents were 26 to 30 years old (103 people). The educational background profile of the respondents was dominated by holders of bachelor's degree (172 people) and Diploma (169 people) graduates. 258 of the 367 respondents were reportedly married. 90 percent (359) more of the study respondents worked in private hospitals. The fit indices model test shows that the model fits with the data except for chi-square analysis and RMSEA. The results of path analysis modeling also show that there is an influence from exogenous to endogenous variables through a predetermined path.

1. Introduction

Currently, the world is struggling to face the Covid-19 pandemic, WHO has noted as many as 110,749,023 confirmed Covid-19 cases including 2,455,131 death cases [1]. The data showed facts that the spreading of Covid-19 was very aggressive, the health workers as the front liners must face the virus directly. In such situation, it was inevitable that many health workers lost their lives to protect the society from the spreading of the pandemic. Therefore, the health workers are considered as a central component in the health sector worldwide.

Good employee performance is needed by industry and organizations. Employee performance also contributes to self-confidence and pride and even earns recognition from their social environment. Good performance is a pre-condition for future career development (VanScotter, Motowidlo, & Cross, 2000).

Currently, performance is one of the most important things to learn. According to Colquitt, LePine, and Wesson (2017) individual performance measurement is divided into two main focuses, first, objective measurement of work productivity (such as attendance, sales level, and calculation results on a number of activities that are quantitatively measured), second, through Subjective assessment of the number and quality of work both from the views of the employees, co-workers, and their respective superiors.

Campbell (1990) which was later updated by Campbell and Wiernik (2015) defines performance as behavior or activities carried out by individuals (employees) that are relevant to organizational goals. There are three important things that need to be considered from this definition, namely: performance as behavior itself and not the result of behavior; performance includes only those behaviors that are relevant to the goals of the organization; performance is a latent construct that is multi-dimensional.

Furthermore, Motowidlo, Borman and Schmit (1997) describe the performance construct simply in two dimensions, namely task performance and contextual performance. Task performance is defined as behavior, either directly or indirectly, contributing to the core goals of the organization. Meanwhile, contextual performance is defined as behavior that supports organizational, social, and psychological environments that are in line with the core goals of the organization. This construct is among the most cited in the literature, including those by Greenslade and Jimmieson (2007), Maxham, Netemeyer, and Lichtenstein (2008), as well as Wang, Law, and Chen (2008).

Responding to increasingly rapid environmental changes, Sinclair and Tucker (2006) and Haneberg (2011) added the adaptive performance dimension as a separate dimension in measuring individual performance. This dimension focuses on the development of interdependence and conditions of work system uncertainty as well as various changes that are constantly occurring in the work environment.

Recently, Spanuth and Wald (2017) and Shipton et al. (2016) based on Amabile and Kramer (2011) develop innovative behavior or creativity as another dimension that needs to be taken into account in the construction of performance (Job Performance). This dimension is defined as the extent to which employees generate, promote, and maintain useful new ideas for the organization.

Koopmans et al. (2013) explained that there are at least three reasons why it is necessary to add an innovative and innovative performance dimension to the measurement of Job Performance, namely: (1) rapid technological changes and developments make adaptability to environmental changes increasingly important; (2) conceptually, adaptive performance and innovative performance are fundamentally different from task performance and contextual performance; (3) there is empirical support for the separation of adaptive and innovative performance from task and contextual performance

There are many theories that discuss leadership, both the style, attitude, behavior and characteristics of a leader when influencing members to jointly achieve goals that have been agreed upon or have been previously planned (Nawaz & Khan, 2016). Charismatic leadership is described as someone who is extraordinary, has supernatural powers and powers that are not shared by ordinary people and thus can exert a very strong influence on his followers (Ekmekcioglu & Aydintan, 2018). The charismatic leadership process involves three interacting elements: the leader, the voter from which followers respond to the leader, and the social structure in which the leader and followers interact (Jacobsen & House, 2001). Where the charismatic leader is seen from the perceptions of his followers (Aswad, 2018, Watts, Steele, & Mumford, 2019) who interpret the values of the vision and mission of a leader and make him a leader as a role model (Gebert, Heinitz, & Buengeler, 2016). Charismatic leadership theory was also developed by Samir, House and Arthur based on self-concept (Roberts-Miller, 2019).

Charismatic leadership is leadership that wants to achieve its goals with a strategic vision to influence individuals, and tries to allow their vision to be felt by all and also to feel the needs and feelings of their followers, and engage in unconventional and extraordinary behavior to drive achieving organizational goals (House, 1976; Conger, Kanungo & Menon, 2000).

The concept of transformational leadership was first introduced by Downton (1973). The concept of transformational leadership was further developed by leadership expert and presidential biographer, James MacGregor Burns. According to Burns (2003). Transformational leadership can be seen when leaders and followers make progress to higher levels of morality and motivation. Through the power of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivation to work towards common goals. Bass expanded upon Burns 'original ideas to develop what is today referred to as Bass' Transformational Leadership Theory (Bass, 1985; Bass & Riggio, 2006).

Leaders who apply Transformational Leadership will build and have a commitment to create fundamental changes in a variety of organizational behavior. The aim is to create dynamics but at the same time maintain the balance of the existing managerial system. This can be done with various learning principles which include unfreezing old learning, namely methods for those who want to learn new ways, instill new learning, methods that require training, demonstrations and reinforcement, and refreeze that new learning: through various applications. feedback and reinforcement (Ivancevich & Matteson, 1999; Konopaske, Ivancevich & Matteson, 2017).

Meanwhile, according to Bass & Riggio (2006) transformational leadership includes a variety of different aspects, including: emphasizing intrinsic motivation and positive development of followers; raising awareness of moral standards; highlight important priorities; fostering higher moral maturity in followers; creating an ethical climate (shared values, high ethical standards); encourage followers to look beyond self-interest for the common good; promote cooperation and harmony; use an authentic and consistent manner; use persuasive ties based on reason; provide individual training and mentoring for followers; attractive to aspiring followers; let freedom of choice for followers.

Transformational leadership also focuses on and cares about followers and their personal needs and development (Bass & Riggio, 2006; Rodriguez, 2017). Beer and Walton (1987) and Beer, Finnstrom and Schrader (2016) explain that there are three conditions that must be managed when applying a transformational leadership model. First, dissatisfaction with the status quo in organizational management. Second, the need for a vision or future model that guides the re-creation of organizational design. Third, the need for a well-managed change process.

The transformational leadership variables that will be used as operational variables in this study are: first, idealized influence - Idealized Influence (charisma). The second is the ability to provide inspirational motivation, can work through words and examples. Third, individual consideration, namely sincere attention to the needs and feelings of followers. The extent to which a leader pays attention to his followers. Fourth is intellectual stimulation, namely the ability of leaders to challenge followers to be innovative and creative (Bartels, 1987; Brady & Johnston, 1987; Rodriguez et al, 2017).

Companies need employees who have strong psychological bond with their current and future work and organization (Albrecht, 2012). Commitment is the basis for understanding employee behavior in organizations (Klein, Molloy, & Cooper, 2013). Commitment is a force (force) that binds the individual with a series of specific actions (Meyer & Herscovitch, 2001). Klein, Molloy, and Brinsfield (2012) argue that the commitment bonds itself. Commitment is an individual's attitude towards certain objects (Solinger, Hofmans, & Olffen, 2015). Meyer and Allen (1997) describe commitment as a mindset that binds individuals to a set of relevant actions on one or more targets. Klein et al. (2012, 2014) reconceptualize commitment in work as “a particular type of bond reflecting volitional dedication and responsibility for a target” and become a unidimensional variable.

Commitment also plays a major role in the implementation of change within the organization (Meyer, Srinivas, Lal, & Topolnytsky, 2007; Neubert & Cady, 2001). Meyer (2013) explains that each individual basically has basic needs to build commitment with other parties and hopes that there is a commitment from other parties to himself. The results showed that affective commitment has a positive correlation with health and well-being (Connelly, Gallagher, & Gilley, 2007; Wegge et al., 2006), meaning that individuals tend to build commitment to get satisfaction in life.

Commitment is a style that binds individuals to certain activities that are relevant to one or more targets. For example, in organizations, such as to superiors, jobs, colleagues, and to the organization itself. Commitment is a will-based bond that is reflected in dedication and responsibility to the organization. Commitment is the relative strength of how individuals identify with a particular organization, through the belief and acceptance of organizational goals and values, and the desire to continue to maintain these relationships. Commitment is a psychological condition that describes the relationship between employees and the organization and has implications for the decision to remain a member of the organization. Commitment is also defined as a psychological bond both cognitive and affective between employees as individuals and the company (organization) which is characterized by a positive attitude and mindset towards the organization, contributing actively to support organizational performance, accompanied by dedication and responsibility for tasks. High commitment is indicated by a positive attitude towards the company, contributing to company performance, as well as dedication and responsibility.

The Oxford dictionary defines generosity as "indicating a readiness to give more of something, especially money, than is really needed or expected" or "showing kindness to others". Pundentius in the antique Latin poem Psycomachia defines generosity as a balance between the wrong person and the prodigal son (Sommerfeld, 2010). The Notre Dame Center for the Study of Religion in Society (CSRS) defines generosity as “the disposition and practice of giving freely one's resources, time and talents, [including], for example, the giving of charity, volunteering, and the dedication of one's gifts to the welfare of others. or the common good ”(Collett & Morrissey, 2007). Generosity is defined as giving to others - especially at a level that exceeds the minimum need or obligation (Wilcox & Dew, 2016). Generosity comes in many ways, such as giving possessions, money, attention, time, emotional availability etc. But people usually serve a worthy cause in two ways: giving money and volunteering (List, 2011).

Back in 1859, an article in La Belle Assemble Magazine described generosity as the most prized quality of thought possessed by humankind. Generosity is expressed as transcendence of virtue. If a generous mind governs the less fortunate, such as the poor, old, helpless, it is guaranteed. It is because generosity places no priority on personal gain over social or public pleasures. Generosity is defined as reaching forward to influence something beyond the limits of the task (nd, 1859).

Charity giving or self-reporting of charity expenditure is used as a proxy for generosity in traditional studies of generosity (Sablosky, 2014). Putman and Campbell (2010) in Sablosky (2014) state that generosity can be measured by measuring the giving of time and money. Steinberg, Duffy, Hansen, & Tian (2016) in their work state that there is sacrifice in generosity. It involves the sacrifice of time and the sacrifice of money. Nielson, Padilla-walker, & Holmes (2017) in their study used the Global Prosocial Measured from Kindness and Generosity subscale of Value in Action from Peterson & Seligman (2004) to measure generosity (Nielson et al., 2017). The 10 items included: “I am never too busy to help friends”, “I like to make other people happy”, “I like to let others share the spotlight”. The items that mostly concern care and affection can be classified into defending, emotional assistance, inclusion, physical assistance, sharing. Actually, these measures were not developed specifically to measure generosity, because in Value in Action from Peterson & Seligman (2004) it does not have a specific generosity term.

The measures used in the Nielsen study were borrowed from the Benevolence scale. The author finds two measures of generosity. The first is from Buhrow, Bufford, & Webb (2010). The second is the Interpersonal Generosity (IG) scale of (Smith & Hill, 2008). Buhrow et al. (2010) acknowledge a limited, validated measure of generosity. They reviewed 3 generosity subscales, namely donation items, volunteerism items and charity giving items. The Buhrow scale consists of 14 item self-report items. The measurement of reliability and validity was tested on 174 participants. Based on their analysis in their study, the charity and donation subscale and the Generosity scale as a whole show adequate internal consistency. The voluntary subscale is inadequate. Therefore, they recommend using only the charity and donation subscales. The Generosity Scale of Buhrow et al is shown in Table 1. Smith & Hill (2008) developed a measure of generosity with several dimensions in particular conceptuals. First, regarding social relations. Second, focus on giving behavior. Third, it involves irreducible personal items. Fourth, there is no need to be purely altruistic. They come with six dimensions of generosity, namely (1) attention, (2) affection, (3) openness, (4) self-expansion, (5) courage and (6) verbal expression. The initial version contained 26 items. After reviewing the validity and reliability of more than 2,000 participants on 2 surveys, they produced the last 10 items.

2. Research Methodology

This study uses quantitative methods, namely the measurement of a variable to obtain numerical data that is calculated through statistical analysis. In this study, researchers used path analysis as a statistical test to see the role of exogenous variables in predicting endogenous variables. In this study, there are five main variables used. Transformational leadership and charismatic leadership variables are exogenous variables 1 and 2 respectively, commitment is an endogenous variable 1, generosity is a moderating variable which here is also an endogenous variable 2, and job performance is an endogenous variable 3 or predicted from various endogenous variables and exogenous before.

Participants in this research are health workers (health workers) who work in almost all cities in Indonesia. Filling in measurement instruments for each variable using Google Form. Overall, there were 367 research participants who filled out research measurement forms or instruments. The participant profile includes 60 male and 300 female. The age of the majority of study participants was in the range of 26-30 years (103 people). Unfortunately, we cannot be sure what the mean value of the ages of the participants is because the study forms only show the range or range (i.e. 26-30 years, 31-35 years, etc.).

As mentioned, this study uses four measuring instruments, each of which is used to determine the value of the research variable. Job performance variable is the dependent variable or variable Y. This variable is measured using a 6 Likert scale instrument ranging from strongly disagree (STS), disagree (TS), disagree (KS), somewhat agree (US), agree (S) , and strongly agree (SS). This instrument has 13 items to measure each indicator of the job performance variable. The reliability of this instrument was measured using Cronbach's alpha (.90).

The charismatic leadership variable is the independent variable (X). This variable is measured using a 6 Likert scale instrument ranging from strongly disagree (STS), disagree (TS), disagree (KS), somewhat agree (US), agree (S), strongly agree (SS). This instrument has 18 items to measure each indicator of the charismatic leadership variable. The reliability of this instrument was measured using Cronbach's alpha (.94).

The transformational leadership variable is the second independent variable (X2). This variable is measured using a 6 Likert scale instrument ranging from strongly disagree (STS), disagree (TS), disagree (KS), somewhat agree (US), agree (S), strongly agree (SS). This instrument has 16 items to measure each indicator of the charismatic leadership variable. The reliability of the transformational leadership measurement instrument was measured using Cronbach's alpha (.98).

Commitment, as a mediator variable and measured using 6 Likert scales ranging from strongly disagree (STS), disagree (TS), disagree (KS), somewhat agree (US), agree (S), strongly agree (SS) . This variable has 5 items in the form of a statement. Reliability of the instrument commitment was measured using Cronbach's alpha (.87).

Generosity is a moderating variable and is measured using a 6 Likert scale ranging from strongly disagree (STS), disagree (TS), disagree (KS), somewhat agree (US), agree (S), strongly agree (SS). This variable has 10 items in the form of statements. The reliability of the generosity measurement instrument was measured using Cronbach's alpha (.93).

Quantitative data analysis such as reliability tests and path analysis were carried out using the help of R studio's integrated development environment (IDE) and the R programming language. R is a programming language and free software environment for statistical and graphic computing supported by the R Foundation for Statistics Computing. The R programming language is widely used among statisticians and data miners to develop statistical software and data analysis.

The validity test is used to measure whether an instrument or measuring instrument used is valid. One way to measure the validity is by adding up the correlation of each item's score on the result of the total score of the construct. If the correlation of each item to the total shows a significant result, then the construct validity score can be said to be valid.

On the other hand, the reliability test used in this study is Cronbach's alpha technique. An instrument is said to be reliable if Cronbach's alpha value is greater than 0.6.

Structural Equation Modeling (SEM) is a powerful multivariate technique that is increasingly being found in scientific investigations to test and evaluate multivariate causal relationships. SEM differs from other modeling approaches when it tries to test direct and indirect effects on assumed causal relationships in modeling or analysis of mediation and moderation. SEM is a statistical method that is nearly 100 years old and has been developing for three generations.

The first generation of SEM developed causal modeling logic using paths (Wright 1918, 1920, 1921). SEM is then modified by social science by incorporating factor analysis. In the second generation, SEM increased its capacity. The third generation of SEM began in 2000 with the development of Judea Pearl from the "causal structural model," followed by the integration of Lee (2007) from Bayesian modeling (also see Pearl 2003).

3. Result

Demographic analysis or it can also be called a descriptive analysis was carried out to see the overall description of the survey respondents in this study. According to Sugiyono (2004) descriptive analysis is a method in statistics used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations.

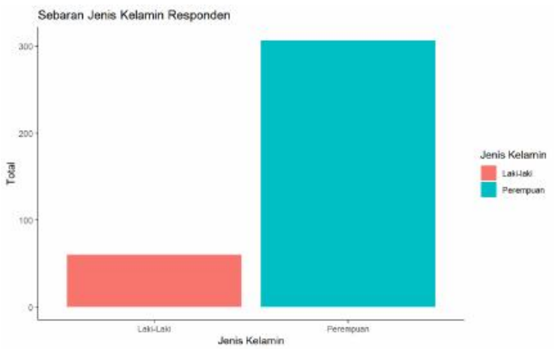

Figure 1: Gender of Respondents

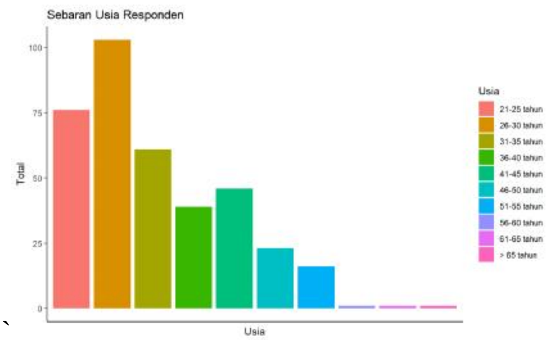

Figure 2: Age of Respondents

Broadly speaking, this research involves health workers working to deal with the COVID-19 pandemic in Indonesia. The majority of respondents in this survey were women, amounting to 307 people and men, amounting to 60 people (Figure 1). In terms of age (Figure 2), the majority of survey respondents were 26-30 years old (103 people), then 21-25 years (76 people), and 31-35 years (61 years). Unfortunately, we cannot be sure what the mean value of the ages of the participants is because the study forms only show the range or range (i.e. 26-30 years, 31-35 years, etc.).

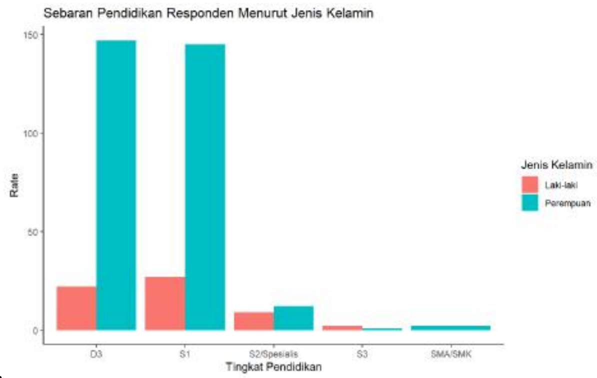

Figure 3: Educational background of respondents

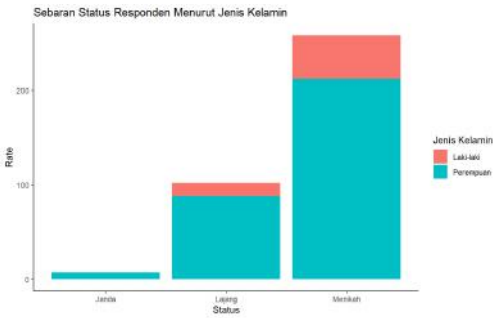

Figure 4: Status of respondents

In terms of educational background (Figure 3) it was found that the majority of survey respondents were graduates of S1 (172 people) and D3 (169 people). The data also showed (Figure 4) that the majority of respondents were married (258 people), single (102 people), and few were widowed (7 people). More than 90 percent (359 people) of respondents worked in private hospitals (Figure 5). The majority of respondents have worked 3-5 years (63 people) and some have worked for 1-2 years (62 people) (Figure 6).

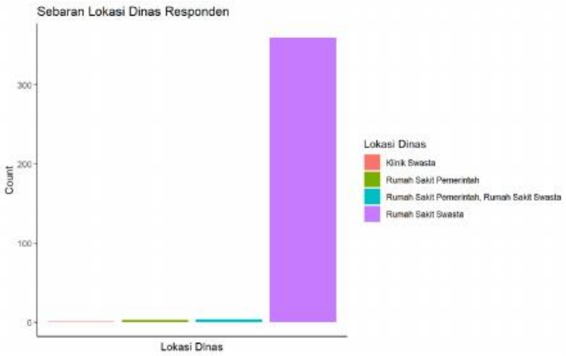

Figure 5: Respondent’s work location

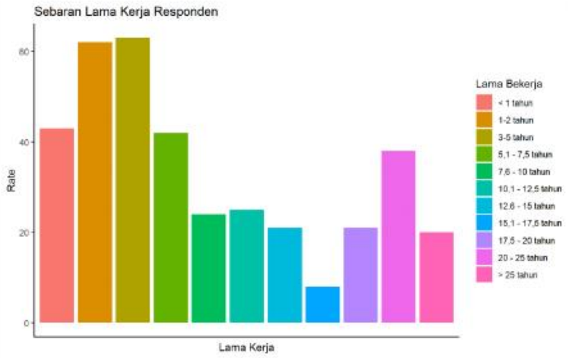

Figure 6: Work Tenure of Respondents

The data obtained from the instrument of measuring charismatic leadership, transformational leadership, and commitment variables were also analyzed to determine the distribution of values between men and women. As a result, the median values between men and women did not have a significant difference in the three main variables studied.

In path analysis several statistical tests are used to determine how well the model fits the data. A good fit between the model and the data does not mean that the model is "correct", or even explains most of the covariances. A "good fit model" only shows that it makes sense. Kline (2010) recommends reporting the Chi-square test, Root mean square error of approximation (RMSEA), comparative fit index (CFI), and standard root mean square residual (SRMR) as model fit indicies. Each of these techniques has a benchmark cutoff that is used to reject or accept the fit model with the data.

The results of the fit indices model analysis in this study indicate that the Chi-square value does not fulfill the assumptions because it is found that the p value is still significant ($p < 0.05$). The Comparative Fit Index (CFI) test fulfills the assumptions and shows that the model is fit with the data (CFI> 0.90). The Tucker-Lewis Index (TLI) also shows and supports that the model fits the data (TLI> .95). Root Mean Square Error of Approximation (RMSEA) shows a value of 0.142. This means that through RSMEA the assumptions are not fulfilled, or the model is not fit with the data (RMSEA> 0.08), and Standardized Root Mean Square Residual (SRMR) shows that the model fits the data (SRMR <= 0.08).

Overall, the majority of the fit indices model tests meet the assumption that the model is fit with the data except for the Chi-Square. This means that path analysis can still be done because the majority of the fit model tests show good assumptions.

Further results show that the regression analysis shows the estimated value of the effect of charismatic leadership (0.057, $p < 0.05$) and transformational leadership (0.044, $p = 0.05$) on commitment. This shows that charismatic leadership has a significant effect of 5.7% on commitment, but transformational leadership does not have a significant effect. The covariances section shows the path of influence between exogenous variables, namely transformational leadership and charismatic leadership. The value of covariances was found to be 216.78 ($p < 0.05$).

In the regression table it is also shown that the estimated value of the effect of commitment on generosity as a moderator is 1,003 ($p < 0.05$). In addition, the estimated value of the effect of generosity on job performance is 0.759 ($p < 0.05$). This shows that in the regression path, the research variables showed a significant effect except for transformational leadership ($p = 0.05$).

The value of the output variances indicates several things. The value of variances commitment, generosity, and job performance is the residual error variance value of each endogenous variable (commitment 10.42, p <0.05, generosity 19.088 p <0.000, and job performance 26.86, p <0.05). The next two values are the variance values of the exogenous variables, namely transformational leadership (259.5, p <0.05) and charismatic leadership (228.1, p <0.05).

The R-square value table shows three values. The first estimate value is from variable commitment which is simultaneously influenced by transformational leadership and charismatic leadership variables (0.181). The second value is the influence of two exogenous variables and a simultaneous commitment to generosity (0.402). Meanwhile, the last value is an estimate of the value of the exogenous, commitment, and generosity variables on job performance (0.407).

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