

Transformational Leadership, Affective Commitment, And Mediating-Analysis of Individual's Work Performance Moderated by Personal Characteristic; Work Duration

Rhian Indradewa¹, Raymon Fernando, Napitupulu² Purwanto³, Tetty lasniroha Sarumpaet⁴

Abstract: Transformational leadership plays role in improving individual's work performance by the influences of an ideal leader, inspirational motivation, intellectual stimulation, and individual consideration, either directly or indirectly. In addition, it is also influenced by either direct or indirect affective commitment. The aim of this study is to investigate the effect of the transformational leadership on the individual's work performance mediated by affective commitment and moderated by personal characteristic; work duration, both partially and simultaneously. The respondent participated in this study is a group of people who work as production operator in a manufacturer in Tangerang, Banten, Indonesia. The questionnaire was distributed to the respondents and finally obtained 200 samples. The analysis process in this study applied the Structural Equation Model. The result of this study shows that the individual's work performance is affected by the affective commitment. In addition, the employee's emotional bonding has grown as the result of the effect of the leadership style and organization that are able to build their trust. The management is able to make the employees feel appreciated, and they are also involved in the organization by giving positive motivation to achieve the organization's vision and mission.

Keywords: transformational leadership, affective commitment, individual's work performance, personal characteristic.

I. NTRODUCTION

The human resources management in an organization plays a keyrole to shape the organization to be more competitive. An organization has to keep exploring any new methods to find the most suitable one so it can use the human resources at most to improve work performance (Nikoloski, 2016). In relation to that, Jimenez-Jimenez & Sanz-Valle (2013), in their study, state that the human resources management practice is an important system to create and develop knowledge in an organization, which is useful to improve work performance. Studies that focus on the individual's work performance in the human resource management have become one of important activities in the management to determine the suitable strategy to improve the work performance. According to Lee and Wei (2008) and Bryant (2010) in Mazur (2015), work performance is one of the important economic indicators in the employees' productivity. Whereas, one of the keyrole of the work performance itself is the relationship quality between the employees and their leaders. Leadership in an organization is proved as the key factor of success, and it is acknowledged by many stakeholders. Moreover, it is the key to distinguish the organization from others, which can bring impact on the goal achievement through the motivation transmission from the leaders to the employees. Gyensare,

¹ (rhian.indradewa@esaunggul.ac.id)
(raymon.fernando@esaunggul.ac.id)
(purwanto@esaunggul.ac.id)
Universitas Esa Unggul^{1,2,3} Widyatama University⁴

Anku-Tsede, Sanda, and Okpoti (2016) highlight that the transformational leadership is one of the variables that is often constructed and studied empirically. The reason of that is, the transformational leadership is one of leadership styles that is considered the most effective. Therefore, it emphasizes the importance to conduct more studies about the effect of transformational leadership style on individual's work performance. There are several previous studies that emphasize the transformational leadership affect the work performance (for examples, Michaelis, Stegmaier, and Sonntag, 2009; Ugwu, Enwereuzor, and Orji, 2016; Arisa and Syah, 2018). As the employees' work performance is regarded as the key to support the organization's activities, every organization is expected to improve it. Accordingly, a lot of activities have been conducted by any organizations to organize education and training; to give compensation, compliment, motivation, and appreciation to the employees who have achieved their targets; each of them is to improve their work performance. Therefore, when an organization applies transformational leadership, it is expected that the leader would be able to build good relationship between he or she and the employees, and bringing about the change that affects all members of the organization to be in the same page in manifesting the organization's visions and norms to achieve the organization's goals. The employees' work performance would be improved better when an organization they work for apply the transformational leadership, as the leaders always motivate their employees to be more effective at work by strengthening each employee's skill (Rafferty and Griffin, 2004).

The other factor that is believed affecting the individual's work performance is the affective commitment (Martin, 2015). Several previous studies have also proved that the individual's work performance is affected by the affective commitment significantly (for examples, Meyer and Herscovitch, 2001; Meyer, Stanley, Herscovitch, and Topolnysky, 2002; Riketta, 2002; Leroy, Palanski, and Simons, 2012; Mahmood, 2017). The aforementioned studies state that the employees who have made commitment to work effectively manage their tasks better and more productive. The empirical evidences tell us that the transformational leadership has positive correlation with the organizational commitment. (Ribeiro, Yücel, and Gomes, 2018). Meyer et al. (2002) in Ribeiro, and Gomes, et al. (2018) also state that organizational commitment consists of three dimensions, i.e. affective commitment, continuance commitment, and normative commitment. Of all the three commitment dimensions, it is found that the affective commitment is the strongest among the other commitment variables, in which it correlates between the individual's work performance and organization variables.

The summaries of the previous studies above support the proposition that the employees who receive significant support and appreciation from their leaders will execute their tasks with high commitment; it is not only for fulfilling their duty, but also showing their support to the organization as they have had the emotional bonding with the leaders. Accordingly, it will improve the individual's work performance as one of the keys to achieve the organization's goal. Nevertheless, there are several factors that to the extent to which will affect the employees' work performance like leadership, personal characteristic, motivation, work environment, compensation, organizational culture, job satisfaction, competencies, and discipline. The implementation of leadership style has its own challenge and complexity as every employee has his/her own thoughts, feelings, status, desires, and background that are different from one to another. Consequently, it results in the difference in the work performance between one individual and the other. This difference also causes the difference within the employee's affective commitment, either on the in individual's work group or the organization. The employees' low commitment will create impediment in achieving organization's targets as the individual's work performance is also low. In addition, the affective commitment is moulded from both the impact of the organization's appreciation to the employees and each employee's personal characteristic (Meyer and Maltine, 2010). Nevertheless, Morris, Lydka and O'Creevy (1993) and Decotis and Summer (1987) in Olukayode (2013) find out that the commitment profile does not exist, therefore there is no correlation between the person's personal characteristic and one's commitment on an organization. However, there are still few studies that have been conducted to investigate

the role of affective commitment as the mediating variable of the effect of transformational leadership variable on individual's work performance (Ribeiro, Gomes, et al., 2018). Furthermore, the literatures that discuss about the role of moderation of personal characteristic on the correlation between the transformational leadership and affective commitment are still few as well.

Based on the abovementioned previous studies, there is indication of “*gap theory*”. It verifies that there are still few studies that investigate the transformational leadership, affective commitment, personal characteristic and the effect of each variable on the employee's work performance comprehensively. In addition, there are still few studies that examine the affective commitment as the mediating variable of the correlation between the leadership variable and the individual's work performance. There are also few studies that investigate to the extent to which the affective commitment is functioned as mediating variable of the correlation between the leadership variable and the individual's work performance. Nevertheless, the role of the moderation of personal characteristic, which is investigated by several previous studies, is still debatable whether it affects the affective commitment. Accordingly, this study is aimed to modify the construction of the previous studies by adding the personal characteristic; work duration, as a moderation variable into the single conceptual model. Furthermore, this study contributes to a literature that shares to the extent to which the transformational leadership affect the individual's work performance through role of the affective commitment comprehensively. Moreover, this study also attempt to provide reference on investigating the role of the moderation of personal characteristic; work duration on the affective commitment, and the correlation between it and the transformational leadership and individual's work performance. Therefore, as the researcher found the aforementioned problems, this study was conducted to “fill-in-the-gap” and investigate the problem with the limitation of the study, i.e. (i) testing and investigating the effect of the transformational leadership on every employee (individual)'s work performance; (ii) testing and investigating the effect of the transformational leadership on the affective commitment moderated by personal characteristic; (iii) testing and investigating the affective commitment on the individual's work performance; (iv) testing and investigating the effect of the transformational leadership on the individual's work performance through the affective commitment mediation.

As the employee's work performance is considered important in keeping the organization to exist in business competition, and as it is crucial for the management to investigate the factors that will both support and impede the employee's work performance, this study was conducted. This study is also in line with the recommendation from the previous study by Ribeiro, Yücel, et al. (2018), which recommends further studies to investigate to the extent to which the personal characteristic; work duration moderated the correlation between the transformational leadership and the affective commitment. The object of this study is a manufacturer in Tangerang, Banten, Indonesia. The manufacturer was chosen as the object because it is viewed as one of the competitive organizations, it has huge number of workers, it has been established since 1981, and each worker has different or varied work duration.

II. LITERATURE REVIEW

Transformational Leadership

Bass (1985), in Bass and Riggio (2006) states that transformational leader is a leader who is able to stimulate and inspire his or her followers to achieve outstanding targets, and, he or she is able to develop their own leadership capacity within the achievement process. A transformational leader supports his or her followers to grow and develop themselves so they are able to be the leaders as well. When leaders are willing to fulfil what their followers' need, empowering them, and supervising them to be on the same page in developing the organization, it is a proof that the transformational leadership is able to encourage the followers to perform their best beyond what has been expected by the organization. In addition, the result leads to the satisfaction rate and the followers' high commitment to the group work and the organization they work for. Transformational leadership, as the leadership type which supervises and motivates followers to be on the same page in achieving an organization's target, is conducted by clarifying the roles,

attention, and job desks (Rosady and Syah, 2018). A method applied by a leader to give attention to his or her subordinate individually is by delegating his or her authorization, as stated by Avolio (in Budiarto, 2004). The measurement of transformational leadership as highlighted by Avolio and Bass (in Gyensare et al., 2016), is through four dimensions, i.e. charismatic leadership or ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.

Affective Commitment

Meyer et al. (2002) (in Khan et al., 2015) highlight that employees who have high affective commitment will stay with the organization for they are on the same page about the goals and values set by the organization, therefore they will support and do their effort to achieve the goals. In addition, employees who have higher continuance commitment will stay with the organization for they have calculated the economic value (profit and loss) when stay or leave the organization. Furthermore, employees who have higher normative commitment will stay with the organization for they do not want to disappoint their leaders and they are worried that their co-workers will think negatively about them as a result of their resignation. Of all the three components, the affective commitment has the most desired implication on every individual's behaviour in an organization. This statement is in line with Mercurio (2015) who highlights that the affective commitment has stronger impact on affecting employees' behaviour compared to the other commitments, and, moreover, the affective commitment is viewed as the core of organizational commitment. Employees who have affective commitment are showing better work result and more productive (Ribeiro, Gomes, and Kurian, 2018). Meyer and Allen (1991) (in Rhoades, Eisenberger, and Armeli, 2001) state that the affective commitment is an important factor that defines whether the employees have the dedication and loyalty to the organization they work for. Employees with high affective commitment will show their sense of belonging to the organization, and it is also illustrated by their involvement in any activities held by the organization, and they have willingness to achieve the organization's goal and to stay in the organization. Accordingly, in order to encourage better employees' work performance, an organization needs to develop the employees' affective commitment, as stated by Meyer and Herscovitch (2001) (in Rego, Ribeiro, Cunha, & Jesuino, 2011).

Individual's Work Performance

Work performance, as stated by McCloy, Campbell, and Cudeck (1994) (in Shao and Skarlicki, 2009), is defined as behaviour or action that is relevant to the organization's goal where they work for. The employees' work performance is a work's achievement or the comparison between the real work result and the standard set by the organization. Hakim and Ferris (1993) (in Chen, Wu, and Leung, 2009) state that the accurate assessment on the employees' work performance has been believed as the organization's key success for years. In addition, Campbell (1990) (in Shao and Skarlicki, 2009) highlights that the work performance is a function of the three components: declarative knowledge, knowledge and procedural skill, and motivation. Furthermore, Bernadin and Russell (1998) (in Adamy, Lumbanraja, Lubis, & Siahaan, 2018) find out that the work performance is a record of the outcome coming from the effort or output on the function or working activities during a soecific period of time. Work performance's assessment is a method to measure individual's contribution to the organization. Boyle (2013) highlights that the integral component obtained from adopting suitable work performance management practice in an organization is the certainty that the applied method is success in motivating the employees on any fields, including increasing the employees' involvement for they are required to examine whether their contribution affects the high work performance in the organization itself. According to Koopmans, Bernaards, Hildebrandt, Vet, and Beek (2014), the individual's work performance measurement is reached through three dimensions: task performance, contextual performance, and contraproductive work behaviour. In this study, the work performance's measurement was conducted by applying The Individual Work

Performance Questionnaire (IWPQ) conceptual framework. The framework is made based on the systematic preview that consists of: work and health, work and organization psychology, and management and economic literature.

Personal Characteristic; Work Duration

Rival (2006) (in Adamy et al, 2018) states that the personal characteristic is defined as specific characteristics, psychological attributes, morale or one's character that distinguishing one person to the other. In relation to that, the decisions made by an employee, regarding the means to internalize or adopt the personal characteristics into the organization's values and perspective is considered important to be examined (Olukayode, 2013). AlKahtani (2008) states that the persocal characteristic is a factor that differentiate a person from the others, including age, education, position, salary, and work duration in the organization. This differentiation can be accepted as the personal characteristic, like age, for example, forces the physical change; the other differentiation like knowledge and skill will also affect the commitment, motivation, competency, and the physical body. Accordingly, these factors to some extent will affect the employees' work performance. As well as the other employees' attributes will also affect their attitude, desire, and willingness to involve more in the organization they work for. This statement is in line with the study that highlights the employees with higher education, higher salaries, higher positions, and longer work duration will display more involvement in the organization, compared to the employees who have lower personal characterstic attributes (Alkahtani, 2000). Personal characteristic, specifically the work duration, is the long-term work accumulation, in which it is filled with the accumulation of the employees' learning and outcomes that shape their behaviour as well. This behaviour will distinguish one employee to the others. This statement is in line with the studies by Robbins (1996) (in Musriha, 2014), which highlights that the personal characteristic, which shapes the employees' behaviour will affect the employees' own motivation, initiative, work performance and their career actualization. Work duration is a term when an employee started working for a company to the last day he or she worked. In other words, work duration is the period of time that displays how long an employee has been working for the business organization (Nuftris, 2012).

THE CORRELATION BETWEEN THE VARIABLES AND HYPOTHESIS DEVELOPMENT

Transformational leadership is viewed as the key of strong encouragement to be the basis of the organization's function and effectivity, namely by understanding the effect of the leadership on the subordinate's individual's work performance. The transformational leadership is included in the situation theory, which is appear in a leadership style that has vision for the future and it is able to identify the environmental change and transforms it into the organization. It also pioneers the change, motivates the employees to be more creative and innovative, and keep inspiring them. In addition, it displays the responsibility, bravery, ability to control the organization, and reform the management's work performance. As a rule, the transformational leadership is to the extent to which a leader motivates his or her subordinates to perform more than what has been expected. In other words, when a leader is able to increase his or her subordinates' confidence, it will affect on their work performance's improvement (Bass, 1997). The individual's work performance's assessment is crucial to motivate the individual and avoid the decrease of the individual's contribution, because each member of organization has varied contribution to one's group. A leader should be able to affect his or her employees' attitude and behaviour by applying transformational leadership, so their work performance meet the organization's standard. The organization's ability to stay competitive is affected by the organization's own performance directly. In addition, the organization's performance is affected by the individuals' work performance rate. Bass & Riggio (2006) states that the attitude of the followers is a mirror of the transformational leader; the followers respect the leader because they have faith, loyalty, and the admiration in the leadership, therefore, they are encouraged to imitate, even to perform their task beyond what has been expected. This behaviour grows as they believe they have ability, willingness, and endeavour.

Based on the explanation above, this study proposes the hypothesis as follows:

H₁: Transformational leadership has positive effect on individual's work performance.

A strong leadership has clear vision, in which a leader has to anticipate any possible challenge in the future that can be manifested. The key role of a leader of the organization is on to the extent to which he or she can build the synergy within the employees who have different background to achieve the organization's goal together. Yukl (2006), (in Syaifuddin, 2016) states that the effect of the transformational leadership is expected to generate better condition to build the understanding of the vision, mission, and strategic goal, and to socialize them. A leader is expected to give support, to provide supervision and stimulus to the employees. It is believed that this actions will affect the employees' commitment to the organization. According to John, Ramona, and Natalie (1991) the employees' affective commitment is a response or the attitude displayed from the work experience and the trust to the work environment. Work experience and trust are shaped from the whole interactions during the work duration. In addition, work duration is the indication of the employees' loyalty or faithfulness to the organization they work for. The long work duration enables the plan and development on the employees' career and the organization itself, because an organization will face difficulties in creating its plan and development if they spend too much time to handle the employees' turnover (Nufri, 2012). Ayinde (2010), Salami (2008) and Linz (2004) (in Olukayode, 2013) define the affective commitment as an attitude related to the work, and it is proved that the commitment is determined by personal characteristics, for examples age, work duration in the organization, education level, marital status, and job status. The aforementioned study is in line with the study conducted by Karrash (2003) and Malley (2000) (in Olukayode, 2013), which finds out the employees' personal characteristic attributes is the factor that affect the commitment in the workplace. Of all the four characteristics mentioned above, this study will investigate the work duration as the personal characteristic variable. The reason of that is, the education level, marital status, and job status of the total samples from the respondents display similar result from one to another. This study also did not use age as the variable. In fact, as the employees get older the bigger their affective commitment. This statement is in line with the study by Allen and Meyer (1993) (in Khan et al., 2015), which points out the age attribute has stronger positive correlation with the affective commitment. Hanlon (1986) (in Olukayode, 2013) highlights that the stronger work commitment is bigger on the employees with older age. Therefore, the personal characteristic attribute; age was not used in this study. The personal characteristic variable that was measured in this study is the work duration in the organization.

Based on the explanation above, this study proposes the hypothesis as follows:

H₂: Transformational leadership has positive effect on affective commitment moderated by personal characteristic; work duration.

As a rule, individual's work performance is defined as the work manifestation conducted by the employees, in which it is used as a basis or reference for assessment on employees in an organization. Statement by Semedo, Coelho, and Ribeiro (2016) points out that the individual's work performance is the outcome of the affective commitment, work resources, and creativity coming from the individual's oneself. This statement is in line with the study conducted by Nieves and Osorio (2014), which highlights that the commitment-based human resource practice is able to form a system that displays internal consistency and support the work performance. When the affective commitment is low, it will result in negative work performance, for instance the turnover intention, low productivity and the less motivation at work. When the affective commitment is high, the individual is motivated to improve one's work performance (Mathieu and Zajac, 1990; Chen and Francesco, 2003. Swailes, (2004) (in Kim, 2014) finds out that the employees' affective commitment has significant effect on individual's work performance. In addition, Shahnawaz and Juyal (2006) (in Olukayode, 2013) highlights that the employees' affective commitment is the key factor in achieving competitive work performance and it is viewed as the direct outcome, and also the most critical outcome of the human resources policy to create organization's effectivity.

Based on the explanation above, this study proposes the hypothesis as follows:

H₃: Affective commitment has positive effect on individual's work performance

The four transformational leadership dimensions are: charisma or ideal influence, inspiration, intellectual motivation stimulation, and individual consideration, as stated by Bass (1985) (in Judge and Piccol, 2004), as the implementation rate in which the leader displays the behaviour that can be accepted, so the subordinates will identify themselves with the leader. A good leadership can motivate employees to improve the individual's work performance to achieve the organization's goal as stated by Hersey and Blanchard (1974) (in Pentareddy and Suganthi, 2015). On the work performance achievement, its role is affected by the employees' affective commitment to the organization (Swales, 2004). The employees will have a bonding with the organization when they meet their needs and expectation (Meyer et al., 1993). The affective commitment is viewed as the motivation key that is able to encourage employees to contribute to the organization's work performance improvement as stated by Meyer et al., (1989) (in Kim, 2014). The employees' affective commitment is the employees' response or attitude that is displayed by the individual's work performance improvement coming from the effect of the transformational leadership through the employees' emotional bonding with the organization (Meyer and Herscovitch (2001), in Rego et al., 2011). The employees' affective commitment has become the business essential, which is viewed as important stabilizing source to keep on track in achieving goals, when the expectation and equity condition are not functioned as expected (Olukayode, 2013). The employees who have been working for a long period of time in the organization will display consistency as expected by the organization, and the basic need is fulfilled; they will generate the stronger affective bonding on the organization compared to the employees who have less experience or never meet their needs fulfilled (Meyer, Allen, and Smith, 1993).

Based on the explanation above, this study proposes the hypothesis as follows:

H₄: Transformational leadership has positive effect on individual's work performance mediated by affective commitment.

III. METHODOLOGY

The data collection for this study was conducted on September 2019 with survey by distributing the questionnaire. The population examined for this study is all the production operators in PT. Gajah Tunggal Tbk, Tangerang, Banten, Indonesia with the samples obtained from 200 respondents. The data was analysed using Structural Equation Model. The variables in this study are: transformational leadership, affective commitment (mediating variable), personal characteristic; work duration (moderation variable), and individual's work performance. The investigation on the transformational leadership is based on the theory by Avolio and Bass (in Gyensare et al., 2016), in which the measurement scale of the transformational leadership consists of four dimensions and fifteen statements from the questionnaire. The investigation on the affective commitment is based on the theory by Meyer and Herscovitch (2001) that proposes four dimensions: membership focus, work performance focus, goal commitment, and the commitment on the change in the organization, added by eight questionnaire statements. The investigation on the individual's work performance is based on the theory by Koopmans et al. (2014), which consists of three dimensions: task performance, contextual performance, contraproductive performance, added by eighteen questionnaire statements. Whereas, to measure the personal characteristic; work duration, the work duration interval is divided into five levels. The interaction test was conducted by multiplying the personal characteristic; work duration interval with the transformational leadership, and it results in fifteen statements.

IV. RESULTS

The output of the pretest in this study is shown by the test value of Kaiser-Meyer-Olkin (The test value of KMO pretest in this study was obtained) below 0.500 and total four questions in the questionnaire. The questions consist of one indicator of the affective commitment variable and three indicators of the individual's work performance. Next, the reliability shows the alpha cronbach coefficient of the transformational leadership, the affective commitment, the

individual's work performance, and personal characteristic; work duration. These variables have good reliability at the value above 0.6. The test of the whole MSA (Measure Sampling Adequacy) correlation matrix obtained the significant correlation value at above 0.5 with Component Matrix 1.

The results of the loading factor construct validity test, construct reliability (CR) and variance extracted (VE) tell us that the loading factor validity is in line with the reference, which is the loading factor value that is above >0.5 , and the T-value is bigger than 1.96. Good construct reliability and variance extracted (VE) has CR value at >0.70 and VE value at >0.50 . Based on the data processing, it is verified that all dimensions met the reliability requirement, which is, the CR value of the transformational leadership is at 0.84, the affective commitment is at 0.84, the individual's work performance is at 0.77, and personal characteristic; work duration is at 0.99. On VE value, the transformational leadership is at 0.35, the affective commitment is at 0.63, the individual's work performance is at 0.27, and the personal characteristic; work duration is at 0.94.

Several points that can be inferred based on the structural analysis test are: first, both the personal characteristic; work duration and the transformational leadership affect the affective commitment altogether with R^2 value is at 0.42. It indicates that 42 % variants of the affective commitment can be verified by the personal characteristic; work duration and the transformational leadership variables. Furthermore, the remaining 58 % variants can be verified by other variables that are not included in this study. Secondly, the analysis of the affective commitment and the transformational leadership tells us that these variables affect the individual's work performance together with R^2 value is at 0.81. It indicates that the 81 % variants of the individual's work performance can be verified by the affective commitment and the transformational leadership variables. The remaining 19 % variants can be explained by other variables that are not included in this study. The table below displays the results of the structural equation model test that were obtained from this study:

Table 1
Structural Test Analysis

No	Structural Equation Model		
1	$AC = 0.13 \cdot TLLB + 0.63 \cdot TL$, Errorvar.= 0.58 , $R^2 = 0.42$ (0.066) (0.098) (0.15) 2.01 6.41 3.96		
2	$IP = 0.65 \cdot AC + 0.34 \cdot TL$, Errorvar.= 0.19 , $R^2 = 0.81$ (0.13) (0.087) (0.070) 5.09 3.93 2.66		

The fitness analysis of the whole model shows a good fit, i.e: Chi Square, RMSEA, ECVI, AIC dan CAIC, Fit Index dan Goodness of Fit. This study also obtained the *marginal fit* on *Critical N* in the result. The analysis results abovementioned infers that the fitness of the whole model meet the requirement (*goodness of fit*). Additionally, the path diagram obtained of this study is provided below:

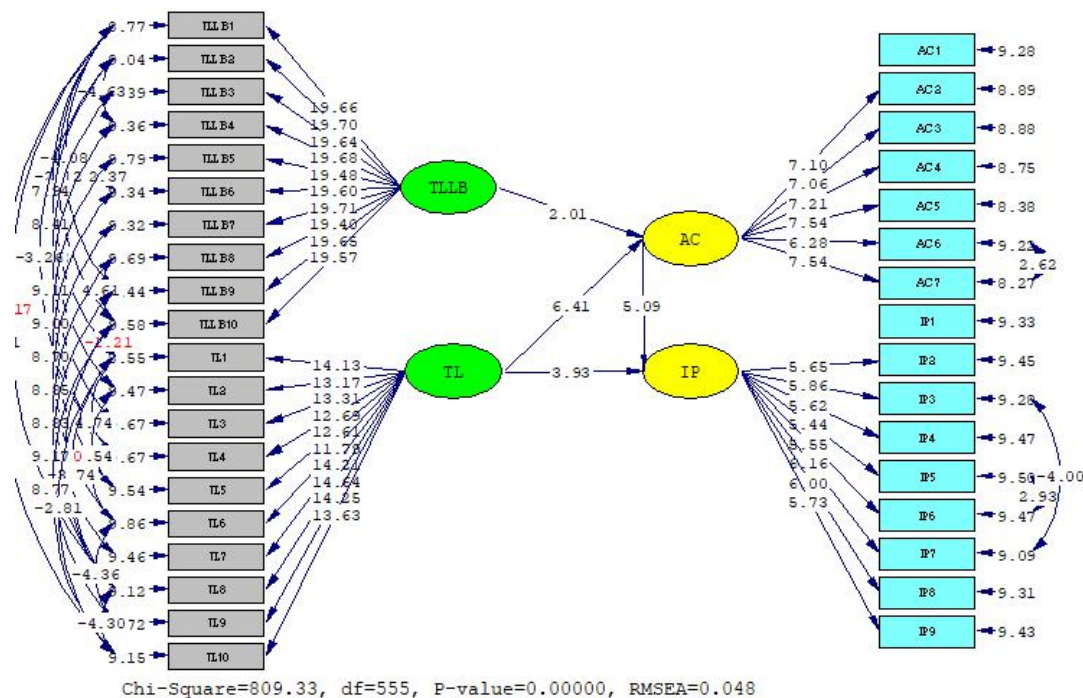


Figure 1

T-value Path Diagram

Based on the T-value path diagram of the correlation between the variables, the obtained value is above 1.96. It indicates that there is a significant correlation between the variables. Furthermore, the results of the hypotheses test, either directly or indirectly, are displayed in the table below:

Table 2

SEM Structural Model (direct correlation)

No	Correlation between variables	T-value	Notes
1	Transformational leadership on the individual's work performance.	3.93	Data support the hypothesis
2	Transformational leadership on affective commitment.	6.41	Data support the hypothesis
3	Affective commitment on individual's work performance	5.09	Data support the hypothesis
4	Transformational leadership on affective commitment moderated by personal characteristic.	2.01	Data support the hypothesis

Table 3

SEM Structural Model (indirect correlation)

No	Correlation between variables	T-value	Notes
1	Transformational leadership on the individual's work performance mediated by affective	6.41 x 5.09 = 36.63	Data support the hypothesis

	commitment.		
--	-------------	--	--

The table 2 tells us that the result of the first hypothesis (H₁) test on the transformational leadership has positive effect on the individual's work performance with t-value at 3.93. This result is in line with the study by Camps and Rodriguez (2011) (in Ribeiro, Yücel, et al., 2018), which also state that the transformational leadership has positive effect on the individual's work performance.

The result of the second hypothesis (H₂) test on the correlation between the transformational leadership and the affective commitment moderated by personal characteristic; work duration tells us that it has positive effect. Correspondingly, the personal characteristic with the employees' work duration moderated the transformational leadership on the affective commitment with the t-value at 2.01. The personal characteristic; work duration strengthen the correlation between the transformational leadership and affective commitment, especially the effect of transformational leadership on the affective commitment. In other words, it has moderating effect as stated similarly in the study by Olukayode (2013).

The result of the third hypothesis (H₃), on the effect of the affective commitment on the individual's work performance, shows that it is proved with the value at 5.09. It indicates that the affective commitment affect the individual's work performance significantly. This result is in line with the study by Meyer et al. (1989) (in Kim, 2014), which highlights that the affective commitment is the motivational factor that contributes to the improvement of the organization's work performance's. This is also in line with the study by Semedo et al. (2016), which points out that the individual's work performance is one of the affective commitment results.

The result of the fourth hypothesis (H₄), on the positive effect of the transformational leadership on the individual's work performance mediated by affective commitment, shows that it is proved. The variable analysis was applied using path analysis, as referred in the study by Baron and Kenny (1986); Judd and Kenny (1981); James and Brett (1984); Frazier, Tix, and Barron (2004) (in Pentareddy and Suganthi, 2015), by examining the effect of the direct and indirect correlation on the correlation between variables respectively. The result indicates that the transformational leadership has direct significant effect on the individual's work performance with the t-value at 3.93. Furthermore, the effect of the transformational leadership on the affective commitment obtains t-value at 6.41. It also points out that the transformational leadership has direct and positive effect on the affective commitment. This result is in line with the previous studies by Allen & Meyer (1996); Bycio et al. (1995); Kark et al. (2003); Podsakoff et al. (1996); Meyer et al. (2002); Rafferty & Griffin (2004); Shamir et al. (1993); and Yucel et al. (2014) (in Ribeiro, Yücel, et al., 2018). The affective commitment on the individual's work performance obtains t-value at 5.09. It indicates that the affective commitment has direct and significant effect on the individual's work performance. Furthermore, the analysis result of the structure model, on the correlation of the transformational leadership and the individual's work performance mediated by affective commitment, points out that the affective commitment mediates (partial mediation) the correlation between the transformational leadership and the individual's work performance with the effect value at 32.05. The result is in line with the study by Meyer and Herscovitch (2001) (in Rego et al., 2011). In addition, the total of the obtained effect value of the transformational leadership on the individual's work performance mediated by affective commitment is at 36.74 (4.16 + 32.63).

V. DISCUSSION

The aim of this study is to investigate the effect of the transformational leadership on the individual's work performance mediated by affective commitment and moderated by personal characteristic; work duration. The results indicate that every correlation has significant effect either partially or simultaneously. The highest indicator value of the analysis result of the transformational leadership is the idealism effect. This points out that the leader has done the best in motivating and inspiring his or her subordinates, which lead to the improvement in the individual's work

performance. A leader's idealism effect, which is put the members of the organization first, generate the motivation within every employee's self to accept any challenge and to give the best effort more than what has been expected, and they will follow their leader to put the organization first rather than themselves. An idealistic leader will understand any difficulties faced by his or her team, and will lend a hand either directly or giving some advice to solve the problems. The trust and strong bonding between a leader and his or her followers generate trust to the organization within every follower's self. This statement is in line with the result of the study by Avolio (1999) (in Belias and Koustelios, 2014), which highlights that the transformational leadership is defined as the effect of the leadership style on the followers, i.e.: winning their trust, generating the admiration to their leader, generating loyalty and respect to their leader. The ability to gain honor, respect, trust, and to transmit the organization's vision and mission is the key to create idealism effect. Next, the intellectual stimulation is in the second highest value; this indicates that the employees have received a number of technical guidances. This also indicates that the leader gives attention to each person by individual approach, training them, and giving advice when needed. The leader is able to stimulate the employees by sharing creative ideas, which lead the employees to come up with creative thinking in solving the problems through new perspectives. Of the highest indicator values, the inspirational motivation is in the top three. This indicates that the leaders are able to transform their followers into the new leaders to achieve the future vision for it has been set as the all members' target. With this ability, the high expectation is easier to achieve as there is a synergy between the leaders and the followers. The last indicator value of the transformational leadership is the individual consideration. This describes to the extent to which most of employees feel that they are lead by a person who can support their career and its development. This includes the support, motivation, supervision, delegation, advice, and feedback from the leader that can be applied in the employees' personal character development. Accordingly, the one's desire to achieve higher and expanding can be fulfilled through the people they lead.

The analysis results tell us that the transformational leadership has positive effect on the affective commitment moderated by personal characteristic; work duration. There is a positive interaction between the transformational leadership and the affective commitment in affecting the individual's work performance. Correspondingly, the longer the work duration the bigger the effect of the transformational leadership on the affective commitment. In addition, it is proved that the personal characteristic; work duration strengthen the correlation between the transformational leadership and the affective commitment. In other words, it has moderating effect, which in line with the study by Olukayode (2013). Employees who work for longer period of time do have more positivity in viewing their emotional bonding, increasing their trust to the organization's values, and having a strong will to undergo any given task for the organization.

The affective commitment is proved to have the positive effect on the individual's work performance. This indicates that the stronger the employee's affective commitment to the organization, the more the individual will be motivated to improve his or her work performance. Of all four affective commitment dimensions in this study, the indicator value of the purposeful commitment is the highest. This describes to the extent to which the employees have committed to focus on achieving the organization's goal. The value of the commitment to the change in the organization is in the top two. This indicates the employees' support on the change, based on the trust that this change will give benefit for them and the organization. Meyer and Herscovitch (2001) state that through the trust, an individual can have a bond with a series of actions that are relevant to the target. The commitment to the change in the organization is argued as one of important factors that generate circumstantial reason within every employee's self to participate in supporting the change initiative. The value of the work performance focus is in the top three. This indicates that the employees have motivation and desire to share meaningful contribution to the organization. The employees who have higher work performance focus tend to have loyalty and willingness to give their effort for the better results. Whereas, the membership focus indicates

the desire to stay in the organization membership for their trust leads them to have more commitment to stay in the organization until the work duration ends.

The affective commitment is proved to be success in mediating the correlation between the transformational leadership and the individual's work performance. Correspondingly, the existence of the affective commitment enables the indirect correlation between the transformational leadership and the individual's work performance. In other words, the affective commitment mediating the correlation between the transformational leadership and the individual's work performance. This study finds out that the transformational leadership has direct effect on the individual's work performance and indirect effect on it through the affective commitment (intervening). The transformational leadership generates the employees' trust in believing that the organization's goal is in line with their desire. Thus, they are motivated to give their best effort at work beyond what has been expected. The high indicator value of the individual's work performance illustrates that the employee is success in performing their task by following the series of conduct or doing individual action that is relevant to the organization's goal. Rego et al.,(2007) (in Semedo et al., 2016) states that an employee who viewed his or her job more than "just a job" shows the better individual's work performance. Of all three individual's work performance dimension, the task's performance has the highest value. This indicates that the employees have the willingness to complete their tasks on time by planning their tasks based on the priority. The value of the contextual work performance is in the top two. This illustrates the loyalty, strong will, the desire to learn more, creativity, and ideas from the employees for the organization's progress. Furthermore, the value of the contraproductive work performance is in the bottom. Therefore, the result illustrates that the employees have spirit to achieve their best work performance, and it describes their work competency such as the ability to solve problems in a more advance level.

The effect of the transformational leadership, either directly or indirectly, on the employees through the affective commitment that is affected by the longer work duration, will generate the improvement in the individual's work performance. This statement is in line with the study by Gould-Williams (2007), Vermeeren et al. (2011), Bass (1998) (in Ribeiro, Yücel, et al. ,2018), which state that when the employees recognize the organization's attention to their prosperity and the contribution's value, and giving support by examining what they need to expand themselves in terms of career, then they will grow their emotional bonding with the organization's goal. This will lead to their loyalty that is manifested in their sincere effort at work for the organization.

VI. CONCLUSION

The important knowledge gained from this study illustrates that the individual's work performance is affected by the affective commitment. In addition, the employee's emotional bonding has grown as the result of the effect of the leadership style and organization that are able to build their trust. The management is able to make the employees feel appreciated, and they are also involved in the organization by giving positive motivation to achieve the organization's vision and mission. This can be manifested through the support form every reliable individual who always show his or her ideal effort at work. The employee's longer work duration also strengthen the transformational leadership effect on the affective commitment and increase the individual's work performance, especially in the manufacturer in Tangerang, Banten, Indonesia. The emotional bonding with the organization is generated from the trust to the organization's values. The leader is able to transmit the vision and mission, so the employees are confident to trust the organization. Thus, they are motivated to give their best beyond what has been expected. The growing trust makes the employees to support the organization by putting more effort to achieve the organization's goals. This effort shapes individual to become more creative and innovative people, and also fighter. When an individual achieves the best work performance, it makes the organization to be more competitive.

The limitation of this study is on the career level that became the object of the study. This study only focuses on production operators due to the limited time and distant domicile. This study does not investigate other career levels as the object. Moreover, this study only examine the employees who work for a manufacturer in Tangerang, Banten,

Indonesia. Also, this study only focuses on the transformational leadership as the investigated variable. In fact, there are other leadership styles that exist in this manufacturer. The other limitation is related to the process in filling out the questionnaire. There is a possibility that the respondents did not fill in the statement based on actual condition, but they filled in based on desired ideal condition. Therefore, it is expected that the further studies can investigate other career level in different organization to examine the mediation and moderation roles simultaneously, with other leadership style as the variable and its dependent variable.

VII. RECOMMENDATION

A leader needs to affect the attitude of the members of the organization by being idealistic. Becoming a role model within the practiced leadership style is to put the team work first, appreciating every input, and participating in solving the difficulties at work. In addition, the leader would be able to grow his or her confidence in making decision to achieve the goal together. As a role model, the leader will generate optimism and enthusiasm within every employee so they will do the best to achieve the expected goal. Communication quality with the employees is a way to transmit the organization's vision and mission, besides giving personal attention. However, the personal attention can be given through approaching each employee individually, training the employees, giving advice or actual examples. When a leader can motivate the employees to develop themselves, then they will be more creative, effective, and efficient at work. Also, they will have loyalty. The affective commitment is built through the employees' emotional bonding to the organization, which generates the sense of belonging, compassion, participation in the organization and trust to the organization's values. These behavior will grow the empowerment within each individual. The main theoretical contribution from this study is to find out that the transformational leadership characteristic has either direct or indirect effect (partial mediation) through the affective commitment moderated by work duration, and it affects the improvement of the individual's work performance. Therefore, it is fundamental for an organization to apply the transformational leadership, affective commitment, and the individual's work performance that are relevant to the organization's mission and vision.

REFERENCES

- 1 Adamy, M., Lumbanraja, P., Lubis, A. N., & Siahaan, E. (2018). *The Influence of Individual Characteristics and Transformational Leadership Style on Job Satisfaction and Employee Performance at Bank Aceh Sharia*. 19(163), 85–94. <https://doi.org/10.2991/ebic-17.2018.51>
- 2 Alkahtani, A. S. (2000). Involvement of employees and their personal characteristics in Saudi construction companies. *International Journal of Commerce and Management*, 10(3–4), 67–78. <https://doi.org/10.1108/eb047410>
- 3 AlKahtani, A. S. (2008). Involvement of Employees and Their Personal Characteristics in Saudi Construction Companies. *International Journal of Commerce and Management*, 10(3/4), 67–78. <https://doi.org/10.1108/eb047410>
- 4 Arisa, F., & Syah, T. Y. . (2018). *How Transformational Leadership Style Of Head Nurse The Influence On Performance Of Nurses By Mediated Job Satisfaction : A Case Study In Hospital Industry Indonesia*. 20(8), 62–69. <https://doi.org/10.9790/487X-2008056269>
- 5 Bass, B. M. (1997). Does the Transactional - Transformational Leadership Paradigm Transcend Organizational and National Boundaries? *American Psychologist*, 52(2), 130–139. <https://doi.org/10.1037/0003-066X.52.2.130>
- 6 Belias, D., & Koustelios, A. (2014). Transformational Leadership and Job Satisfaction in the Banking Sector : A Review. *International Review of Management and Marketing*, 4(3), 187–200. Retrieved from leadership
- 7 Bernanthos, B. (2018). Employees' performance in islamic banking. *European Research Studies Journal*, 21(1), 31–42.
- 8 Bernard M. Bass & Ronald E. Riggio. (2006). *Transformational Leadership*.

- 9 Budiarto, Y. (2004). Komitmen Karyawan Pada Perusahaan Ditinjau Dari Kepemimpinan Transformasional Dan Transaksional. *Jurnal Psikologi*, 2(2), 121–141.
- 10 Chen, T., Wu, P., & Leung, K. (2009). *Individual performance appraisal and appraisee reactions to workgroups and the moderating role of procedural justice*. 40(1), 87–105. <https://doi.org/10.1108/00483481111095537>
- 11 Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in China. *Journal of Vocational Behavior*, 62(3), 490–510. [https://doi.org/10.1016/S0001-8791\(02\)00064-7](https://doi.org/10.1016/S0001-8791(02)00064-7)
- 12 Gyensare, M. A., Anku-Tsede, O., Sanda, M.-A., & Okpoti, C. A. (2016). Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12(3), 243–266. <https://doi.org/10.1108/wjemdsd-02-2016-0008>
- 13 Jimenez-Jimenez, D., & Sanz-Valle, R. (2013). Studying the effect of HRM practices on the knowledge management process. *Personnel Review*, 42(1), 28–49. <https://doi.org/10.1108/00483481311285219>
- 14 John, P., Ramona, D., & Natalie, J. (1991). Development of Organizational Commitment During the First Year of Employment : A Longitudinal Stud ... *Development*.
- 15 Judge, T. A., & Piccol, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768. <https://doi.org/10.1037/0021-9010.89.5.755>
- 16 Khan, F., Talat, A., & Azar, S. (2015). Organizational Factors and Affective Commitment: Moderating Role of Employees' Age. *Pakistan Journal of Psychological Research*, 30(2), 405–419. Retrieved from <http://proxy.library.ciu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=114162435&site=ehost-live>
- 17 Kim, H. K. (2014). Work- Life balance and employees' performance : The mediating role of affective commitment. *Global Business & Management Research:An International Journal*, 6(1), 37–51.
- 18 Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C. W., & Van Der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *Journal of Occupational and Environmental Medicine*, 56(3), 331–337. <https://doi.org/10.1097/JOM.0000000000000113>
- 19 Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics*, 107(3), 255–264. <https://doi.org/10.1007/s10551-011-1036-1>
- 20 Mahmood, A. (2017). *Impact of Psychological Empowerment and Perceived Career Support on Employee Work Engagement with the Mediating Role of Affective Commitment*. 11(3), 1084–1099.
- 21 Martin, J. (2015). Transformational and Transactional Leadership: An Exploration of Gender, Experience, and Institution Type. *Portal: Libraries and the Academy*, 15(2), 331–351. <https://doi.org/10.1353/pla.2015.0015>
- 22 Mathieu, J. E., & Zajac, D. M. (1990). *Mathieu-Zajac-Oc-Metaanalyse-0360.Pdf*. 108(2), 171–194.
- 23 Mazur, K. (2015). Leader-Member Exchange and Individual Performance. The Meta-analysis. *Management*, 16(2), 40–53. <https://doi.org/10.2478/v10286-012-0054-0>
- 24 Mercurio, Z. A. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *Human Resource Development Review*, 14(4), 389–414. <https://doi.org/10.1177/1534484315603612>
- 25 Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). *Commitment to Organizations and Occupations : Extension and Test of a*. 78(4), 538–551.
- 26 Meyer, J. P., & Herscovitch, L. (2001). *Commitment in the workplace Toward a general model*. 11.
- 27 Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnysky, L. (2002). Affective, continuance, and normative

- commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- 28 Michaelis, B., Stegmaier, R., & Sonntag, K. (2009). Affective Commitment to Change and Innovation Implementation Behavior: The Role of Charismatic Leadership and Employees' Trust in Top Management. *Journal of Change Management*, 9(4), 399–417. <https://doi.org/10.1080/14697010903360608>
- 29 Musriha. (2014). The Impact of Individual Characteristics and Organization Culture on Performance and Career Development of Employees Case studies Five Star Hotel in Surabaya Indonesia. *IOSR Journal of Business and Management*, 14(3), 21–27. <https://doi.org/10.9790/487x-1432127>
- 30 Nieves, J., & Osorio, J. (2014). *Commitment-based HR systems and organizational outcomes in services*. <https://doi.org/10.1108/IJM-09-2015-0144>
- 31 Nikoloski, K. (2016). *Strategic Human Resource Management : Assesment And Evaluation Of Human Resources As Factors To Achieving Better Economic Performance*. 8(3), 81–96.
- 32 Nufiris, R. (2012). MASA KERJA , PENDIDIKAN , KOMPETENSI , GENDER DAN KOMPENSASI KARYAWAN PT. MOWILEX INDONESIA. <https://Digilib.Esaunggul.Ac.Id/Masa-Kerja-Pendidikan-Kompetensi-Gender-Dankompensasi-Karyawan-Pt-Mowilex-Indonesia-2770.Html>.
- 33 O'Boyle, I. (2013). *Examining theories of individual performance management*.
- 34 Olukayode, L. (2013). The Effect of Personal Characteristics and Other Status Related Factors on Employee Commitment to Work in the Manufacturing Industry in Nigeria. *Ife Psychologia*, 21(2), 150.
- 35 Pentareddy, S., & Suganthi, L. (2015). *Building affective commitment through job characteristics, leadership and empowerment*. 3, 307–320. <https://doi.org/10.1017/jmo.2014.93>
- 36 Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *Leadership Quarterly*, 15(3), 329–354. <https://doi.org/10.1016/j.leaqua.2004.02.009>
- 37 Rego, A., Ribeiro, N., Cunha, M. P. e., & Jesuino, J. C. (2011). How happiness mediates the organizational virtuousness and affective commitment relationship. *Journal of Business Research*, 64(5), 524–532. <https://doi.org/10.1016/j.jbusres.2010.04.009>
- 38 Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. <https://doi.org/10.1037/0021-9010.86.5.825>
- 39 Ribeiro, N., Gomes, D., & Kurian, S. (2018). Authentic leadership and performance: The mediating role of employees' affective commitment. *Social Responsibility Journal*, 14(1), 213–225. <https://doi.org/10.1108/SRJ-06-2017-0111>
- 40 Ribeiro, N., Yücel, İ., & Gomes, D. (2018). How transformational leadership predicts employees' affective commitment and performance. *International Journal of Productivity and Performance Management*, 67(9), 1901–1917. <https://doi.org/10.1108/IJPPM-09-2017-0229>
- 41 Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23(3), 257–266. <https://doi.org/10.1002/job.141>
- 42 Rinto, O., and Syah, T.Y.R. 2018. The Influence of Compensation and Motivation Towards the Performance Mediated by Organizational Commitment: Study on HR and GA Employee in PT. Gajah Tunggan TBK, Indonesia. *International Journal of Economics, Commerce and Management*. Vol IV, Issue 4.
- 43 Rosady, S. D., & Syah, T. Y. R. (2018). Work Satisfaction Antecedents and Consequences: An Analysis of Transformational Leadership Style, Communication and Performance of the Nurses (Study on the Hospital Nurses in Indonesia). *Iarjset*, 5(9), 59–65. <https://doi.org/10.17148/iarjset.2018.599>

- 44 Semedo, A. S. D., Coelho, A. F. M., & Ribeiro, N. M. P. (2016). Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance. *Leadership and Organization Development Journal*, 37(8), 1038–1055. <https://doi.org/10.1108/LODJ-02-2015-0029>
- 45 Shao, R., & Skarlicki, D. P. (2009). *The Role of Mindfulness in Predicting Individual Performance*. 41(4), 195–201. <https://doi.org/10.1037/a0015166>
- 46 Suhepi, A. and Syah, T.Y.R. 2018. The Influence of Training Design, Individual Characteristics, and Work Environment on Training Transfer and Its Impact on Employee's Performance. *International Journal of Economics, Commerce and Management*. Vol IV, Issue 3
- 47 Suryanto Erwin, Syah Tantri Yanuar Rahmat, Negoro Dimas Angga, Pusaka Semerdanta. (2019). Transformational Leadership Style and Work Life Balance: The Effect on Employee Satisfaction Through Employee Engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*. RJOAS, 7(91), July 2019. DOI 10.18551/rjoas.2019-07.36
- 48 Swailes, S. (2004). Commitment to change: Profiles of commitment and in-role performance. *Personnel Review*, 33(2), 187–204.
- 49 Syaifuddin. (2016). The influence of work stress and transformational leadership on work motivation and implication of employee's performance (case study). *Academy of Strategic Management Journal*, 15(Specialissue3), 42–48.
- 50 Ugwu, L. I., Enwereuzor, I. K., & Orji, E. U. (2016). Is trust in leadership a mediator between transformational leadership and in-role performance among small-scale factory workers? *Review of Managerial Science*, 10(4), 629–648. <https://doi.org/10.1007/s11846-015-0170-z>