



Editorial Team | Kontigensi | Jurnal X

https://jurnal.dim-umpas.web.id/index.php/IJMK/about/editorialTeam

Kontigensi
Jurnal Ilmiah Manajemen

p-ISSN 2088-4877

Home / Editorial Team

Editorial Team

Chief in Editor

Azhar Afandi, (Scopus ID: 57189332798), Program Doktor Ilmu Manajemen, Universitas Pasundan, Indonesia

Editorial Board

- Imam Sudirman**, (Scopus ID: 57189332798), Departemen Teknik Industri, Institut Teknologi Bandung, Indonesia
- Prof. Dr. Abdul Pirol**, State Islamic Institute of Palopo (IAIN Palopo), Indonesia.
- Associate Professor. Dr. Santosh Kumar Behera**, Kazi Nazrul University, Asansol, Paschim Bardhaman, West Bengal, India
- Senior Researcher, Dr. Musa Adekunle Ayanwale**, Kampala International University, Uganda
- Aravind B R**, Vellore Institute of Technology, Chennai, India
- Associate Professor. Dr. Daljeet Singh Sodhu**, Universiti Teknologi MARA, Perak Malaysia
- Almighty Tabuena**, Philippine Normal University, Philippines
- M. Sidik Priadana**, (Scopus ID: 57189332821), Program Doktor Ilmu Manajemen, Universitas Pasundan, Indonesia
- Umi Narimawati**, (Scopus ID: 57189496923), Fakultas Ekonomi, Universitas Komputer Indonesia, Bandung, Indonesia
- R. Abdul Maqin**, (Scopus ID: 57195054714), Universitas Pasundan, Bandung, Indonesia
- Ellen Rusliati**, Universitas Pasundan, Bandung, Indonesia
- Atty Tri Junliarti**, (Scopus ID: 57192415215), Universitas Pasundan, Bandung, Indonesia
- Dodi Ilham**, State Islamic Institute of Palopo (IAIN Palopo), Indonesia

Authors Menu

- Make Submission
- Author Guidelines
- Manuscript template
- Search Authors

Primary Menu

- Focus & scopes
- Publication ethics
- Plagiarism
- Editorial team
- Indexing
- Scopus Citedness
- Publication Fee
- Statistics

Vol 8 No 1 (2020): Kontigensi J. x

https://jurnal.dim-unpas.web.id/index.php/IMM/issue/view/13

Articles

The Organizational Communication Climate Human Relations Based in Facing the Industry 4.0
 Page: 1-9
 Authors: Dudung Juhana, Kadir Kadir
 Download file: PDF
 Read Statistic: 158

Satisfaction in Retail Sector Consumers: Consumer Perceptions of Service Quality and Price.
 Page: 10-16
 Authors: Rd Okky Satria, Anton Tirta Komara
 Download file: PDF
 Read Statistic: 77

Achievement Motivation and Employee Commitment: The Role of Leadership
 Page: 17-25
 Authors: **Bob Foster**
 Download file: PDF
 Read Statistic: 128

Perception of Consumer Purchasing Decisions based on Brand Image and Location (Case study at a fashion store in Bandung City)
 Page: 26-32
 Authors: Vini Sapitri Pebriani, Irena Larashati
 Download file: PDF
 Read Statistic: 86

The Influence of Competence and Teacher Character Values on Teacher Performance and Its Implications for Child Learning Outcomes (Case study at elementary schools in Bandung Regency)
 Page: 33-40
 Authors: Adhie Fasha Nurhadian, Farid Riadi, Vicky Achmad Zulfikar
 Download file: PDF
 Read Statistic: 84

Editorial team
 Indexing
 Scopus Citedness
 Publication Fee
 Statistics

Meet Editorial Team

Editor in Chief: Azhar Affandi
 Program Doktor Ilmu Manajemen, Universitas Pasundan, Indonesia
 Scopus ID: 5718932798

Editor: M. Sidik Priadana
 Program Doktor Ilmu Manajemen, Universitas Pasundan, Indonesia
 Scopus ID: 57189323821

Editor: Umi Narimawati
 Universitas Komputer Indonesia
 Scopus ID: 5718946923

Editor: M. Didi Turmudzi
 Universitas Pasundan, Bandung, Indonesia

Transferring data from jurnal.dim-unpas.web.id...

Bob Foster

Highlight All Match Case Match Diacritics Whole Words 1 of 1 match

Achievement Motivation and E...

https://jurnal.dim-unpas.web.id/index.php/IMM/article/view/76

Saung Journal Register Login


Kontigensi : Jurnal Ilmiah Manajemen Home Current Archives Policy About the Journal Search

Home / Archives / Vol 8 No 1 (2020): Kontigensi: Jurnal Ilmiah Manajemen / Articles

Section Articles

Achievement Motivation and Employee Commitment: The Role of Leadership

Bob Foster
 E: foster.umb@gmail.com (Primary Contact)
 Universitas Informatika Dan Bisnis Indonesia, Bandung



Abstract

It can not be denied that the role of leaders in improving organizational progress. This has been confirmed by previous researchers. This study aims to determine the effect of leadership function in increasing the motivation and commitment of employees in one agency in Bandung. Sample taken from one of the government agencies in the city of Bandung that serve the problem of tourism. Quantitative approach is done in answering the objectives of the study. The results support previous research that leadership functions have a significant effect on employee motivation and commitment. This shows that the role of leaders in improving employee motivation and commitment plays an important role in the organization in order to achieve organizational goals that have been established.

Keywords

leadership motivation commitment

Published Jun 15, 2020

Achievement Motivation and Employee Commitment: The Role of Leadership

Bob Foster

Universitas Informatika Dan Bisnis Indonesia, Bandung, Indonesia
E-mail: foster.unibi@gmail.com

ABSTRACT

It can not be denied that the role of leaders in improving organizational progress. This has been confirmed by previous researchers. This study aims to determine the effect of leadership function in increasing the motivation and commitment of employees in one agency in Bandung. Sample taken from one of the government agencies in the city of Bandung that serve the problem of tourism. Quantitative approach is done in answering the objectives of the study. The results support previous research that leadership functions have a significant effect on employee motivation and commitment. This shows that the role of leaders in improving employee motivation and commitment plays an important role in the organization in order to achieve organizational goals that have been established.

Keywords: leadership, motivation, commitment.

INTRODUCTION

Law no. 23 of 2014 concerning Regional Government regulates the regional governance. The primary purpose of this Law is to improve the usefulness and the effectiveness of Regional Governance in developing the welfare of the community. Specifically, it is by improving the public services and enhancing the regional competitiveness. This goal is seen as an essential maneuver in encouraging the implementation of local autonomy. Moreover, it is for increasing the synergies in various aspects of the application of Regional Government and the Central Government.

Regional autonomy must guarantee that Regional Government provides the public service for the community. The local governments must make law and regulations of public services so that people in the area know the types of public services. It is also including how citizens gain access to the public services, transparent procedures, the costs of obtaining the public services and the presence of a complaint channel when the public services are below standards. This action is the primary step in advancing the implementation of regional autonomy. One of the government's strategies in providing the excellent service for the public is the good governance which is supported by the

civil servants (CS) or Civil State Apparatus (CSA) within the implementation.

Currently, there is a change in the work patterns of Civil Servant/Civil State Apparatus Service (CSA). The changing occurs because the regional autonomy system enables the head of the region in establishing policy. Based on Law no. Five year 2014, Civil State Apparatus (CSA) are the providers of public service. The goals of public service are actualizing and improving the welfare of the community. The government agencies must materialize the excellent services based on the community expectations since they are the one who uses the services.

The excellent public services show the optimum performance from both the employee and institution. The public expects reliable and optimum performance from the civil servants / Civil State Apparatus (CSA). Considering the fact that some unscrupulous CSAs do not perform their tasks appropriately and responsibly. It is assumed that employee motivation and commitment are still not optimum. This assessment is based on perceptions or public evaluations on CSA low performance, bureaucratic CSA, low work motivation, lack of work discipline and less productive CSA in serving the community. Human resource is one of the factors that affect the performance.

Human resource is one crucial part that affects the organizational success. In accordance with the development of globalization, there is a need for acquiring qualified human resources. As stated by Sidharta and Affandi (2016) the most important and valuable asset owned by an organization is human resources. Therefore, the human element determines the success of an organization. According to Aguinis (2013) the work achievement assessment can be seen from the

employee quality and quantity of work when performing their duties.

The essence of human resource management is an effort to integrate the personnel needs with organizational goals. It means that the workers' increased contribution is related to the organization's goals. In addition, human resource management also has several operational functions, including the protection of employees physical, mental and emotional condition. (Colquitt, Lepine & Wesson, 2013)

The Government has formulated Presidential Regulation no. 80 Year 2011 about the Grand Design of Indonesia Bureaucracy Reformation 2010-2025 as a guideline and foundation in the implementation of bureaucratic reformation in Indonesia. One of the scopes of Bureaucracy Reformation is creating high-quality human resources with a high level of professionalism and moral values as honesty, loyalty, commitment and maintaining personal integrity.

It is also expected that Bureaucracy Reformation can create responsible human resources for his/her work and have a high level of productivity at work. The issuance of Presidential Regulation no. 80 Year 2011 on Bureaucratic Reformation is local and central government's effort to achieve good governance. Moreover, they try to make fundamental changes and renewal of the system of governance, especially some institutional aspects, management and human resources of Civil State Apparatus (CSA).

Bellé (2013) reveals that the government agencies performance must be aware of competitors and feedback since each institution must prepare the policy to respond global competition. The government institutions will be stagnant and will be left behind in facing the global competition without having the competitors and feedback.

A leader is one of the factors that can improve employee performance. A leader has a responsibility in creating conditions that stimulate the members to achieve a predetermined organizational goal. Leadership represents someone's ability to influence the members/individuals or groups. A leader must be able to maintain the harmony within the fulfillment of individual needs by directing the individual toward the organizational goals. Yukl (2010) states that the role of leaders is influencing the others to understand and agree on the task that needs to be done and how it is done effectively. Besides, it is also the process of facilitating the individual and collective efforts to achieve the common goals.

The leadership function in an organization contributes significantly to the improvement of employee performance. Caillier (2014) asserts that the leaders have an essential role in motivating the employees to improve their performance. Srithongrung (2011) states that leadership is a function that consists of stimulating the employees, directing the others to choose the most effective way of communication and resolving conflicts.

Moorhead and Griffin (2013) state motivation have the vital role in generating employee performance. Chaudhry and Javed (2012) affirms that the improvement of individual performance within the organization is determined by their motivation. Therefore, there must be some support from the organization in improving employee motivation to achieve optimum performance. Zhang and Bartol has the same opinion (2010) that the employees performance have a definite affinity with the individual motivation.

Everyone has an urge that eventually turns into a need that must be satisfied. Then, the urge is known as motivation. One of the motivational

theories that take the attention is a theory coined by McClelland. He explains that there are three kinds of human motivation. Firstly, it is Achievement motivation or also known as the need for achievement (nAch), which encourages someone always to do the best, requires feedback on his/her business, and prefers personal responsibility. Secondly, it is affiliation motivation or needs for affiliation (nAff), found on a person who has a strong desire always to maintain good relationships with the others. Lastly, there is the need for power (nPow) or the power motivation, the drive to dominate personally and massively in the organization.

Achievement motivation (nAch) becomes a variable that attracts the attention of researchers of organizational commitment variable. It is because of the closeness of its hypothesized aspects that have a healthy relationship with the formation of a high degree of commitment to the organization. One of the researchers is Johnson, Chang and Yang (2010). He explores the role of demographic and psychological factors in determining someone's organizational commitment. His research shows that the achievement motivation is one of the influential psychological factors.

It is also the same with the employees commitment. The leaders can create a conducive environment that increases the employee commitment. As stated by Wright, Moynihan and Pandey (2012) commitment describes the underlying characteristics of a person. Moreover, it is related to the effectiveness of individual performance. This condition requires the leader's role in increasing employee commitment. Leroy, Palanski and Simons (2012) emphasizes that commitment is a crucial determinant factor for someone in producing excellent performance. Meyer and Allen (Luthans, 2006) developed a three-

dimensional commitment: continuance commitment, normative commitment, and affective commitment. This theory is reinforced by Kreitner and Kinicki (2014) who state that commitment plays an important role in improving the individual performance within an organization.

A leader needs to pay attention to any factors that may affect the employee's commitment. Therefore, there is a need for an organizational role in increasing the employees commitment that encourages the establishment of professional attitudes and actions in completing the tasks and work based on their respective fields and responsibilities. To improve the employees performance, a leader must be aware of some aspects that increase the employees commitment.

Based on some research conducted by McClelland (Mangkunegara, 2013), it can be concluded that there is a positive liaison between achievement motivation and performance achievement. This condition indicates that leaders, managers, and employees with high achievement motivation will achieve high performance. On the other hand, those with low performance is due to low-achievement motivation.

It is necessary to do research based on the background and the described phenomenon as well. The formulation of the research problem is: "How big is the influence of leadership function on achievement motivation and employee commitment?". Meanwhile, the research objective is: "The influence of leadership function on achievement motivation and employee commitment."

FRAMEWORK

If the employees are committed to the organization's values and have a willingness to work hard, they will have a strong commitment to providing excellent services (Caillier, 2015; Kool & van Dierendonck, 2012; McMurray et al, 2010; Michaelis, Stegmaier & Sonntag (2010); Mortazavi and Shirazi, 2010;). Employees professionally work because they have high achievement motivation. Employees with high achievement motivation will carry out their duties and work vigorously and energetically since there are specific motives or objectives behind their actions. The purposes or goals are the driving factors that empower the employees so that they are willing to work hard. Luthans (2006) states there is a close correlation between motivation and individual commitment. It is based on the results of a meta-analysis of research on the relationship between commitment and motivation.

Motivation is the eagerness to use high-level effort for organizational goals, which is conditioned by the ability to fulfill multiple individual needs (Farahani, Taghadosi & Behboudi, 2011). One of the main tasks of a manager is to motivate the personnel of the organization to have job satisfaction and high performance (Colquitt, Lepine & Wesson, 2013). A leader or a manager who can provide the appropriate motivation for the members will produce optimum productivity, high job satisfaction and better individual accountability in the organization. A motivational variable can be measured through work achievement, influence, control, dependency, expansion (development) and affiliation.

The theory of achievement motivation or need for achievement was developed by McClelland who also explains the need for power and the need for affiliation. Achievement motivation is individual's strong impetus always

to do better and more efficient than before (Atkinson & Feather, 1966). The motivation will encourage individuals to pursue more accomplishments rather than rewards for their success. The need for achievement makes someone tend to avoid failure.

Colquitt, Lepine and Wesson (2013) states that an organization is only a chaotic, disorganized group of people and will not bear real behavior without organizational leadership. Leadership is a human factor that binds a group together and gives it a motivation toward short and long-term goals. Leadership means the ability to motivate.

Leadership is a leader who focuses on developing employee skills to improve employee performance (Joo, Jun Yoon & Jeung, 2012). Hersona and Sidharta (2017) acknowledge that a leader will significantly influence the success of the organization in achieving its objectives. Korek, Felfe and Zaepernick-Rothe (2010) also Jackson, Meyer and Wang (2013) proved that leadership can drive employee behavior by changing their behavior so that they have a high commitment towards the organization.

RESEARCH METHODS

This research uses the quantitative method. This study is a study on problems of the current population facts. This research employs survey method as the data collection method. It is a data collection technique and data analysis in the form of opinion from the respondent through the questionnaire, interview, and documentary study.

The data analysis technique of this study is structural equation modeling (SEM) with a nonparametric approach. The table 1. shows the results of research indicators:

Table 1. Results of factor loading indicators.

	Leadership	Commitment	Achievement
X1	0.885		
X2	0.759		
X5	0.851		
X6	0.727		
Y1			0.734
Y2			0.889
Y3			0.732
Y4			0.621
Z10		0.678	
Z3		0.813	
Z5		0.734	
Z6		0.602	
Z7		0.717	
Z9		0.737	

The following table shows the Reliability and Validity of research indicators:

Table 2. Results of Reliability and Validity.

	CA	Rho_A	CR	(AVE)
Leadership	0.820	0.823	0.882	0.653
Commitment	0.810	0.825	0.862	0.513
Achievement	0.740	0.787	0.837	0.567

This is the testing of the research hypothesis by using the criteria of structural path:

Table 3. Results of the research hypothesis

	Original Sample	Samples Mean	SD	T-Statistics	P-Values
Lead - > Com	0.793	0.793	0.037	21.511	0.000
Lead - > Ach	0.688	0.695	0.038	18.150	0.000

RESULTS AND DISCUSSION

This research uses the quantitative method. This study is a study on problems of the current population facts. This research employs survey

method as the data collection method. It is a data collection technique and data analysis in the form of opinion from the respondent through the questionnaire, interview, and documentary study.

The image shows the calculation results:

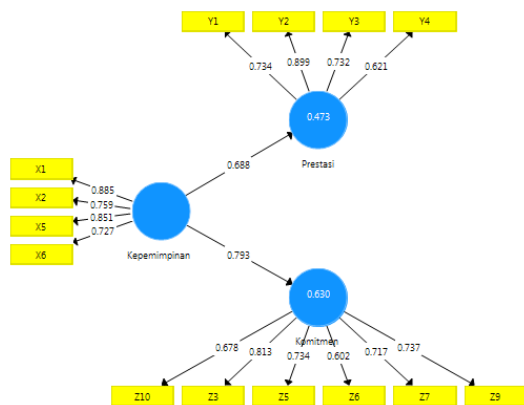


Figure 1. Result of path analysis

The results of this study show the Leadership Function have a significant effect on achievement motivation. The results of this study support research conducted by Paarlberg and Lavigna (2010) which proves there is a significant influence of leadership function on employees achievement motivation.

The research shows that there is an influence of leadership function on achievement motivation. It indicates that leadership effectiveness is the ability of a leader to carry out various functions of leadership. This statement is in line with Yukl opinion (2010) that the leadership function is one of the criteria for improving the effectiveness of leadership in an organization.

Leadership function in a Regional Office Ministry in West Java contributes the most in improving employee achievement motivation compared with employee commitment. A leader can be a motivator and catalyst towards their subordinates. In addition, a leader creates a

conducive working atmosphere. This condition can increase the subordinates achievement motivation. Therefore, leaders must increase the Leadership Function so that the employee achievement motivation can be optimum.

The research shows that leadership function has a significant influence on commitment. The results of this study support an investigation conducted by Shurbagi (2014) which proves there is a considerable influence of leadership function on employee commitment.

The research shows that there is the influence of leadership function to commitment. Leroy, Palanski and Simons (2012) argue that leadership is a leader who focuses on developing employee skills to improve employee performance. The better the leadership function of a leader, the higher the level of employee commitment to the organization. Kreitner and Kinicki (2014) believe that a leader will greatly influence the success of the organization in achieving its objectives. Leadership drives the employee behavior by altering their behavior so that they have a high commitment to the organization. The empathy from a leader to the employees or the understanding to the reality is the main thing that can contribute greatly to improving the employee commitment (Miao, Newman, Schwarz & Xu, 2013).

CONCLUSIONS

There are some conclusions according to the findings of this study, the leadership function is categorized as fair enough. Nevertheless, there are some aspects of leadership function that still have not worked well. The achievement motivation is classified as good enough. However, some points have not worked well in the process of improving the achievement motivation. Commitment is categorized as good

enough. Nevertheless, there are still some aspects that are not sufficient enough in the commitment aspect. The leadership functions variable significantly affect the achievement motivation. This finding shows that the better the leadership function, it will increase the employee motivation. The leadership function variable substantially affects commitment. This finding indicates that the better the leadership function, it will increase the employees commitment.

The research finds that leadership function is good enough. However, there must be some development in the weak aspects of leadership function. The government agency must optimize the leadership function to employees by increasing the employee spirit. Therefore, the employees are willing to perform the tasks. Intensively, the leader creating a conducive working environment, rewarding the achievement of their subordinates, creating strong emotional ties between aides both to fellow employees and organizations. It can be through activities on the weekends, out bonds, recreation, and many more. Achievement motivation is in good enough category. Nevertheless, the weak aspect must be improved. It starts from considering the employees job desk, focusing the primary job, giving spirit to the employees so that they will not give up easily, giving appreciation and rewards to the subordinates, giving support to subordinates when they have some difficulties in carrying out their work. The commitments are reasonably good. However, they need to be upgraded. Commitment needs to be improved by providing an understanding of the work regulations in accordance with the time and the improvement of insights related to the tasks and work, tightening the employees emotional bonds-between coworkers and the organization. Effective leadership functions can improve employee achievement motivation. They must

get a consistent attention so that employee achievement motivation can be achieved optimally. The well-built and directed plan that can improve employee achievement motivation should be continuously developed to achieve optimum performance for employees and organizations. Effective leadership function can increase the employees commitment. Thus, there must be a consistent attention so that employees commitment can be achieved optimally. Programmatic and targeted planning that can increase employee commitment must be continuously improved. In the end, the employees and organizations can achieve optimum performance.

REFERENCES

- Aguinis, H. (2013). *Performance Management, Third Edition*. New Jersey: Pearson Education Inc.
- Atkinson, J. W., & Feather, N. T. (Eds.). (1966). *A theory of achievement motivation* (Vol. 66). New York: Wiley.
- Bellé, N. (2013). Leading to make a difference: A field experiment on the performance effects of transformational leadership, perceived social impact, and public service motivation. *Journal of Public Administration Research and Theory*, 24(1), 109-136.
- Caillier, J. G. (2014). Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study. *Public Personnel Management*, 43(2), 218-239.
- Caillier, J. G. (2015). Transformational leadership and whistle-blowing attitudes: Is this relationship mediated by organizational commitment and public service motivation?. *The American Review of Public Administration*, 45(4), 458-475.

- Chaudhry, A. Q., & Javed, H. (2012). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), 258-264.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2013). *Organizational behavior: Improving performance and commitment in the workplace*. New York: McGraw-Hill Irwin.
- Farahani, M., Taghadosi, M., & Behboudi, M. (2011). An exploration of the relationship between transformational leadership and organizational commitment: The moderating effect of emotional intelligence: Case study in Iran. *International Business Research*, 4(4), 211-217.
- Hersona, S., & Sidharta, I. (2017). Influence of Leadership Function, Motivation and Work Discipline on Employees' performance. *Jurnal Aplikasi Manajemen*, 15(3), 528-537.
- Jackson, T. A., Meyer, J. P., & Wang, X. H. (2013). Leadership, commitment, and culture: A meta-analysis. *Journal of Leadership & Organizational Studies*, 20(1), 84-106.
- Johnson, R. E., Chang, C. H., & Yang, L. Q. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of management review*, 35(2), 226-245.
- Joo, B. K., Jun Yoon, H., & Jeung, C. W. (2012). The effects of core self-evaluations and transformational leadership on organizational commitment. *Leadership & organization development journal*, 33(6), 564-582.
- Kool, M., & van Dierendonck, D. (2012). Servant leadership and commitment to change, the mediating role of justice and optimism. *Journal of Organizational Change Management*, 25(3), 422-433.
- Korek, S., Felfe, J., & Zaepernick-Rothe, U. (2010). Transformational leadership and commitment: A multilevel analysis of group-level influences and mediating processes. *European Journal of Work and Organizational Psychology*, 19(3), 364-387.
- Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi*, Edisi 9. Jakarta: Penerbit Salemba Empat.
- 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.
- Luthans, F. (2006). *Perilaku Organisasi*, Edisi Kesepuluh. Yogyakarta: Penerbit Andi.
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia*. Jakarta : Penerbit PT.Rafika Aditama.
- Miao, Q., Newman, A., Schwarz, G., & Xu, L. (2013). Participative leadership and the organizational commitment of civil servants in China: the mediating effects of trust in supervisor. *British Journal of Management*, 24(S1), 76-92.
- Michaelis, B., Stegmaier, R., & Sonntag, K. (2010). Shedding light on followers' innovation implementation behavior: The role of transformational leadership, commitment to change, and climate for initiative. *Journal of Managerial Psychology*, 25(4), 408-429.
- Moorhead, G., & Griffin, R. W. (2013). *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi*, Edisi 9. Jakarta: Penerbit Salemba Empat.
- Mortazavi, S., & Shirazi, A. (2010). Factors affecting organizational commitment: A multi-dimensional study. *Journal of International Social Research*, 3(14), 351-362.

- McMurray, A. J., Pirola-Merlo, A., Sarros, J. C., & Islam, M. M. (2010). Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization. *Leadership & Organization Development Journal*, 31(5), 436-457.
- Paarlberg, L. E., & Lavigna, B. (2010). Transformational leadership and public service motivation: Driving individual and organizational performance. *Public administration review*, 70(5), 710-718.
- Sidharta, I., & Affandi, A. (2016). The empirical study on intellectual capital approach toward financial performance on rural banking sectors in Indonesia. *International Journal of Economics and Financial Issues*, 6(3), 1247-1253.
- Srihongrung, A. (2011). The causal relationships among transformational leadership, organizational commitment, and employee effectiveness. *International Journal of Public Administration*, 34(6), 376-388.
- Shurbagi, A. M. A. (2014). The relationship between transformational leadership style job satisfaction and the effect of organizational commitment. *International Business Research*, 7(11), 126-138.
- Wright, B. E., Moynihan, D. P., & Pandey, S. K. (2012). Pulling the levers: Transformational leadership, public service motivation, and mission valence. *Public Administration Review*, 72(2), 206-215.
- Yukl, G. (2010). *Kepemimpinan dalam Organisasi*. Jakarta: PT Indeks.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal*, 53(1), 107-128.