

The Influence of Transformational Leadership on Affective Commitment and Job Satisfaction and Employee Performance of PT. PLN (Persero) ULTG Samarinda

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ABSTRACT: The purpose of this study was to determine the effect of transformational leadership variables on affective commitment, job satisfaction, and employee performance at PT. PLN (Persero) ULTG Samarinda. The design of this research is explanatory research. This type of research is descriptive research. The method used to collect data in this study is a survey method. The population of this research is 76 employees. In the sample taken by the author, using the census method, because the number of subjects is narrow and the author uses a total of 76 employees as the sample. This study uses a partial regression analysis approach (Partial Least Square) to analyze the data.

Based on the analysis, it is known that the research results show that transformational leadership has a negative and insignificant effect on employee performance, transformational leadership has a significant positive effect on affective commitment, transformational leadership has a negative and insignificant effect on job satisfaction, affective commitment has a significant positive effect on employee performance, job satisfaction. significant positive effect on employee performance, and job satisfaction has a positive and insignificant effect on affective commitment.

PT. PLN (Persero) ULTG Samarinda in terms of increasing affective commitment, job satisfaction, and employee performance needs to pay attention to the variables studied in work activities in the organization. Based on the results of research, transformational leadership brought by the leadership is only able to influence employee affective commitment, this is because the leadership at PT. PLN (Persero) ULTG Samarinda only has a leadership period of approximately two years, this makes it difficult for employees to work because they have to adapt to new leaders and this affects employee affective commitment and employee job satisfaction. The results of this study are expected to provide an empirical contribution to the effect of transformational leadership on affective commitment, job satisfaction, and employee performance.

KEY WORD: Transformational Leadership, Affective Commitment, Job Satisfaction, Employee Performance

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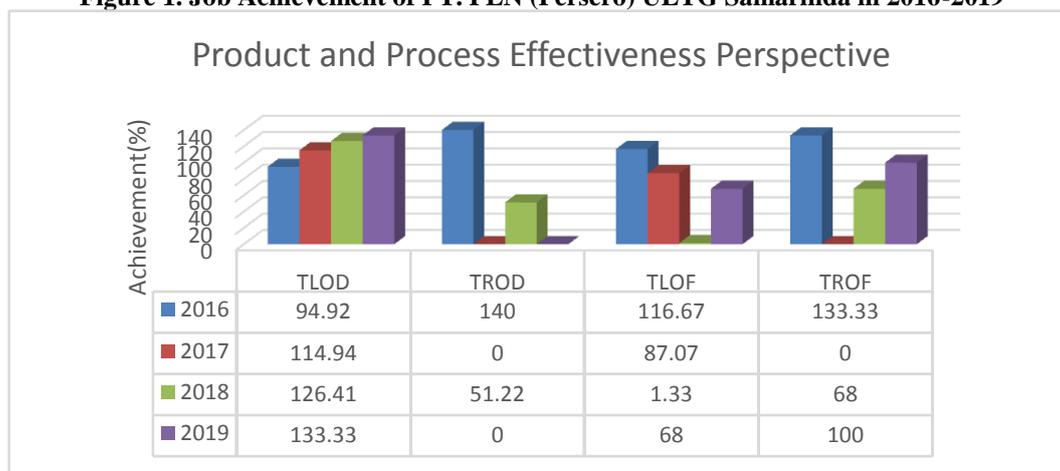
I. INTRODUCTION AND LITERATURE REVIEW

In this millennial era, business developments in various sectors are growing rapidly and are increasingly competitive, including in the energy sector. One of the keys to the success of an organization is good performance and high productivity. To achieve good performance, human resources play a central role in it. According to (Gibson, Ivancevich, & Konopaske, 2011) there are various factors that influence performance, including transformational leadership, affective commitment, and job satisfaction. Successful organizations need leaders who are agile, have brilliant ideas to provide new things so that they can excite members of the organization. The nature of a leader will affect the person's success in leading the organization and is also determined by different qualities, both temperament and characteristics (Razak, Sarpan, & Ramlan, 2018). One of the leadership theories developed by (Bass & Bass, 2009) is the practice of transformational leadership. Transformational leadership fulfills the subordinates' higher needs, such as self-esteem and self-actualization (Keller, 1992). Transformational leadership is leadership that is seen as more complete and has many advantages, especially for organizational change (Susiawan & Muhid, 2015). With transformational leadership, employees have a sense of trust, admiration, loyalty, and respect for leaders which will motivate them to do better than expected (Yukl, 2010). That way the performance of employees in the organization can increase because employees are motivated to develop their potential and release all abilities without feeling pressured. Another thing that affects employee performance is organizational commitment. Organizational commitment is defined by (Allen & Meyer, 1990) as a description of the psychological condition of an individual who decides to remain in the organization. One of its components is affective commitment, which is defined as an employee's emotional attachment to the organization and believing in organizational values and norms (Kim,

2014). Thus employees will provide the best efforts and performance in the organization. Another thing that affects employee performance is job satisfaction. Job satisfaction is the level of a person's happy feelings as a positive assessment of their work and the environment they work at (Robbins, 2015). Employees with high job satisfaction will experience positive feelings when they think about their assignments or take part in task activities. So that employees who have job satisfaction will have an impact on improving performance in achieving organizational goals.

Energy sector companies examined in this study are PT. PLN (Persero) ULTG Samarinda. PT. PLN (Persero) ULTG Samarinda is tasked with maintaining the reliability of the electricity flow of the transmission network and substations covering the entire city of Samarinda. To achieve good performance, of course PT. PLN (Persero) ULTG Samarinda must prepare competent human resources who are able to meet increasingly challenging performance targets. The following table shows the work achievement of PT. PLN (Persero) ULTG Samarinda.

Figure 1. Job Achievement of PT. PLN (Persero) ULTG Samarinda in 2016-2019



Source: Data processed, 2020

Based on Figure 1. Some of the targets set have not been fulfilled optimally, so to be able to meet the targets set in the future it is necessary to have the leadership of a leader who can increase employee commitment, satisfaction and performance.

1.2 Literature Review

Transformational leadership: Transformational leadership is the ability to inspire and motivate hikers to achieve greater results than originally planned and for internal rewards (Gibson et al., 2011). According to (Yukl, 2010) transformational leadership transforms and motivates followers by:

1. Make them more aware of the importance of assignment results;
2. Persuading them to prioritize team and organizational interests over personal interests; and
3. Activating the higher needs of his followers.

Affective Commitment: (Newstrom, 2011) affective commitment is expressed as a level of positive emotions where workers want to emphasize effort and choose to be in the organization. Employees who have affective commitment will tend to stay in one organization because they fully believe in the mission carried out by the organization (Allen & Meyer, 1990).

Job satisfaction: Job satisfaction is a set of feelings and beliefs about one's job where the level of satisfaction can change from high satisfaction to high dissatisfaction (George & Jones, 2012).

Employee Performance: Performance is a measure of relevant results based on research in work settings (Koopmans, Bernaards, Hidebrandt, De Vet, & Van Der Beek, 2014). Meanwhile, according to (Robert & Jackson, 2013) employee performance is the contribution that employees make to the organization which can be identified from the results employee work.

The theoretical framework in this study can be explained as follows:

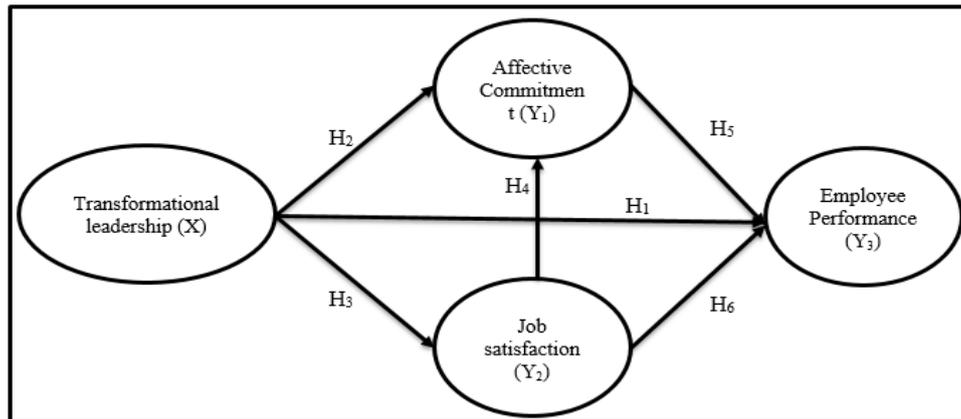


Figure 2. Conceptual Framework

Based on the background and conceptual framework described, the hypothesis proposed in this study is:

The Influence of Transformational Leadership on Employee Performance

(Yukl, 2010) concluded that the essence of transformational leadership is to empower followers to perform effectively by building their commitment to new values, developing their skills and beliefs, creating a climate conducive to the development of innovation and creativity. Research conducted by (Thamrin, 2012) and (Al Zefeiti, 2017) found that the results of transformational leadership have a significant effect on employee performance. But different results were found in the research of (Cahyono, Maarif, & Suharjono, 2014), (Aqmarina, Utami, & Prasetya, 2016), and (Wahyuniardi & Nababan, 2018) which found that transformational leadership had no significant effect on employee performance.

Hypothesis 1: Transformational leadership has a significant positive effect on employee performance

The Influence of Transformational Leadership on Affective Commitment

Transformational-style leaders can optimize individual development and understand their needs so that employees are more motivated to contribute more to the organization (Dhawan & Mulla, 2011). Research conducted by (Thamrin, 2012) and (Amin, Akram, Shahzad, & Amir, 2018) found that the results of transformational leadership have a significant effect on affective commitment. But different results were found in the research of (Adawiyah, Tjahjono, & Fauziyah, 2016) which found that transformational leadership had no significant effect on affective commitment.

Hypothesis 2: Transformational leadership has a significant positive effect on affective commitment

The Effect of Transformational Leadership on Job Satisfaction

Effective leader and job satisfaction are two factors that are believed to be important elements in achieving organizational success. Employees with high job satisfaction tend to contribute more to achieving organizational targets. Good leaders positively influence employee behavior related to increased satisfaction. Research conducted by (Adawiyah et al., 2016), (Aqmarina et al., 2016), and (Wahyuniardi & Nababan, 2018) found that transformational leadership results have a significant positive effect on job satisfaction. But different results were found in the research of (Thamrin, 2012) which found that transformational leadership did not have a significant effect on job satisfaction.

Hypothesis 3: Transformational leadership has a significant positive effect on job satisfaction

Effect of Affective Commitment on Employee Performance

Affective commitment is a strength that employees have to work in an organization, because they are willing and have the desire to do the job (Armanu & Mandayanti, 2012). The affective commitment that an employee has will reflect the individual's strengths which will lead to a tendency to continue working in the organization, because the employee feels in line with the organizational goals. Research conducted by (Kim, 2014), (Parinding, 2017), and (Aprillianto, Mintarti, & Tricahyadinata, 2019) found that the results of affective commitment have a significant effect on employee performance. But different results were found in (Hanifah, 2016) study which found that affective commitment had no significant effect on employee performance.

Hypothesis 4: Affective commitment has a significant positive effect on employee performance

The Effect of Job Satisfaction on Employee Performance

Satisfaction is a skill in directing employees to organizational goals so that they want to work and try so that the desires of employees and organizational goals can be achieved (Aprillianto et al., 2019). If employees

have high job satisfaction, they usually have high performance too. Rivai (2012) shows that the stronger job satisfaction is, the higher the employee's performance. This means that any increase in employee job satisfaction will provide a very significant increase in employee performance improvement in carrying out their work. Research conducted by (Thamrin, 2012) and (Aqmarina et al., 2016) found that job satisfaction has a significant effect on employee performance. But different results were found by (Hanifah, 2016), (Wahyuniardi & Nababan, 2018), and (Aprillianto et al., 2019) who found that job satisfaction had no significant effect on employee performance.

Hypothesis 5: Job satisfaction has a significant positive effect on employee performance

The Effect of Job Satisfaction on Affective Commitment

Employees who have an affective commitment develop a closer and more emotional relationship with the organization. This emotional attachment makes employees work more seriously. They think that work for this organization is as important as their success. Research conducted by (Hanifah, 2016) found that the results of job satisfaction have a significant effect on affective commitment. But different results were found in the research of (Han, Nugroho, Kartika, & Kaihatu, 2012) and (Adawiyah et al., 2016) who found that job satisfaction did not have a significant effect on affective commitment.

Hypothesis 6: Job satisfaction has a significant positive effect on affective commitment

1.3 Research Methodology and Data Analysis

Based on the type of research, this research is an explanative study, namely research to determine and explain the influence of transformational leadership variables on affective commitment, job satisfaction, and employee performance and continued with hypothesis testing. This study is a study that explains the causal relationship between variables. This research is also included in descriptive research, because it provides a descriptive explanation of the variables to be studied. The population of this study were all employees of PT. PLN (Persero) ULTG Samarinda, totaling 76 people. In taking the sample, the writer used the census method, this is because in terms of the area this research only covers a narrow area or subject (Arikunto, 2010). The data analysis used by the author is partial regression analysis (Partial Least Square). The method of collecting data is through a questionnaire method, namely by asking a number of questions to the respondents which are tailored to the objectives of the research. The following is the question indicator for each research variable:

Table 1. Research Variable Indicators

Author	Variable	Indicator	Instrument
(Bass & Bass, 2009)	Transformational leadership (X)	Charismatic	1. My leaders are my role models at work.
		Inspirational Motivation	2. Leaders foster my confidence in doing my job.
		Intellectual Stimulation	3. My leaders are excited to hear my ideas and ideas.
		Individual Considerations	4. The leader provided very important advice for my personal development.
(Allen & Meyer, 1990)	Affective Commitment (Y ₁)	Loyalty	1. I feel happy talking about PLN as a place for me to work with other people.
		Proud	2. I feel proud to live my career at PLN ULTG Samarinda.
		Participation	3. I feel light on helping the team to speed up normalization when there is a disruption.
		Thinks his organization is the best place	4. I feel that my place of work is the best place because it serves and benefits many people.
(Luthans, 2011)	Employee Satisfaction (Y ₂)	Emotionally attached to the organization at work	5. I feel there is a similarity between the values and vision of my life and the values and vision of PLN.
		The work itself	1. I am very happy with my current job.
		Attitude of superiors	2. Communication between me and my boss is well established in solving work problems.
		Salary	3. The salary I received is in accordance with the demands of the job that was placed on me.
		Promotion Opportunities	4. Promotion system is carried out openly to anyone with potential.
(Robbins, 2015)	Employee Performance (Y ₃)	Co-workers	5. Co-workers always provide assistance when I feel difficulties.
		Quality of Work	1. My work is in accordance with the quality targets set.
		Quantity of Work	2. My work is in accordance with the quantity target set.
		Punctuality	3. I finish work according to the set target time.
		Effectiveness	4. I work properly using office equipment and supplies effectively.
Independence	5. I believe I can work with the job that is given to me.		

Source: Data processed, 2020

Validity test

The validity test was used whether a questionnaire was valid or not. It is said valid if the questions on the questionnaire are able to describe the variables. A variable is said to be valid if the resulting r value is greater than r table. And vice versa, if the resulting r value is smaller than the r table, the variable is invalid (Ghozali & Latan, 2014).

Reliability Test

Reliability is an index that describes the extent to which measuring instruments can be relied on. The technique used to test the reliability is to use Cronbach's alpha. If reliability less than 0.60 is considered bad, reliability in the range of 0.70 is acceptable, and more than 0.80 is better (Ghozali & Latan, 2014).

Results and Discussion

Following are the results of the validity and reliability test of the research instrument using PLS with a total of 76 samples:

Table 2. Validity and Reliability Test Results

Variable	Item	Validity			Reliability	
		Outer Loading	R-Tabel	Information	Cronbach's Alpha	Information
Transformational leadership (X)	X1.1	0,951	,349	Valid	0,946	Reliable
	X1.2	0,948	,349	Valid		Reliable
	X1.3	0,944	,349	Valid		Reliable
	X1.4	0,867	,349	Valid		Reliable
Affective Commitment (Y ₁)	Y1.1	0,66	,349	Valid	0,751	Reliable
	Y1.2	0,875	,349	Valid		Reliable
	Y1.3	0,622	,349	Valid		Reliable
	Y1.4	0,638	,349	Valid		Reliable
	Y1.5	0,737	,349	Valid		Reliable
Job satisfaction (Y ₂)	Y2.1	0,774	,349	Valid	0,745	Reliable
	Y2.2	0,843	,349	Valid		Reliable
	Y2.3	0,309	,349	Valid		Reliable
	Y2.4	0,654	,349	Valid		Reliable
	Y2.5	0,828	,349	Valid		Reliable
Employee Performance (Y ₃)	Y3.1	0,824	,349	Valid	0,860	Reliable
	Y3.2	0,785	,349	Valid		Reliable
	Y3.3	0,812	,349	Valid		Reliable
	Y3.4	0,733	,349	Valid		Reliable
	Y3.5	0,838	,349	Valid		Reliable

Source: Data processed, 2020

Based on the research results from the questionnaire distributed to 76 respondents, it can be seen that the PLS data processing results show that the r results of all variables are greater than r table. Thus it can be concluded that the questionnaire on each indicator is said to be valid and can then be used in research.

Meanwhile, based on the results of the reliability test, it is known that the Cronbach's alpha number is greater than the minimum value (0.60), therefore it can be concluded that the research instrument used to measure transformational leadership variables, affective commitment, job satisfaction, and employee performance can be said to be reliable and furthermore. can be used in research.

Hypothesis Results

To observe the factors that affect affective commitment, job satisfaction, and employee performance, this study will use factors that can directly affect affective commitment, job satisfaction, and employee performance at PT. PLN (Persero) ULTG Samarinda. The variable that is taken to represent these factors is transformational leadership. The variables are defined first and then how they can directly affect affective commitment, job satisfaction and employee performance.

The measure of the significance of the position of the hypothesis can be used to compare the t-table and t-statistic. If the t-statistic value is higher than the t-table value, it means that the hypothesis is supported. For the alpha level (0.05), the t-table value for the one-tailed hypothesis is > 1.96. Thus, if the value in the PLS program is carried out by t-test on each path. The test results can be seen in table 3. Below:

Table 3. Bootstrapping Test Results

Variable	Original Sample Estimate	Sample Mean	Standart Deviation	T-Statistic	P-Values
Transformational leadership (X) =>Employee Performance (Y ₃)	-0,138	-0,147	0,213	0,646	0,519
Transformational leadership (X) =>Affective Commitment (Y ₁)	0,676	0,669	0,111	6,104	0,000
Transformational leadership (X) =>Job satisfaction (Y ₂)	-0,066	-0,078	0,197	0,335	0,738
Affective Commitment (Y ₁) =>Employee Performance (Y ₃)	0,447	0,477	0,184	2,435	0,015
Job satisfaction (Y ₂) =>Employee Performance (Y ₃)	0,724	0,726	0,169	4,288	0,000
Job satisfaction (Y ₂) =>Affective Commitment (Y ₁)	0,164	0,163	0,209	0,787	0,432

Sumber: Output SmartPLS

Based on table 3.the results of hypothesis testing can be interpreted as follows:

1. The effect of transformational leadership (X) on employee performance (Y3) has an original sample estimate of -0.138 and a t-statistic of 0.646 and a significance level (P-Value) of 0.519. The t-statistic value is smaller than the t-table (0.646 <1.96) and the significance level is greater than alpha 0.05 (0.519 > 0.05). This means that the transformational leadership variable has a negative and insignificant effect on employee performance.
2. The effect of transformational leadership (X) on affective commitment (Y1) has an original sample estimate of 0.676 and a t-statistic of 6.104 and a significance level (P-Value) of 0.000. The t-statistic value is greater than \neg t-table (6.104 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 <0.05). This means that the transformational leadership variable has a significant positive effect on affective commitment.
3. The effect of transformational leadership (X) on job satisfaction (Y2) has an original sample estimate of -0.066 and a t-statistic of 0.335 and a significance level (P-Value) of 0.738. The t-statistic value is smaller than the t-table (0.335 <1.96) and the significance level is greater than alpha 0.05 (0.738 > 0.05). This means that the transformational leadership variable has a negative and insignificant effect on job satisfaction.
4. The effect of affective commitment (Y1) on employee performance (Y3) has an original sample estimate of 0.447 and a t-statistic of 2.435 and a significance level (P-Value) of 0.015. The t-statistic value is greater than \neg t-table (2.435 > 1.96) and the significance level is smaller than alpha 0.05 (0.015 <0.05). This means that the affective commitment variable has a significant positive effect on employee performance.
5. The effect of job satisfaction (Y2) on employee performance (Y3) has an original sample estimate of 0.724 and a t-statistic of 4.288 and a significance level (P-Value) of 0.000. The t-statistic value is greater than the t-table (4.288 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 <0.05). This means that the job satisfaction variable has a significant positive effect on employee performance.
6. The effect of job satisfaction (Y2) on affective commitment (Y1) has an original sample estimate of 0.164 and a t-statistic of 0.787 and a significance level (P-Value) of 0.432. The t-statistic value is smaller than the t-table (0.787 <1.96) and the significance level is greater than alpha 0.05 (0.432 > 0.05). This means that the job satisfaction variable has a positive and insignificant effect on affective commitment.

II. CONCLUSION

In an effort to increase affective commitment, job satisfaction, and employee performance, leaders of PT. PLN (Persero) ULTG Samarinda with the transformational leadership style that is delivered is expected to need innovation, improvement and improvement, because from the research results it is found that transformational leadership is only able to significantly influence affective commitment. In addition, there needs to be regular and continuous coaching for employees in the form of guidance and direction, both from direct leaders and experts from outside the organization to increase affective commitment, job satisfaction, and employee performance.

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