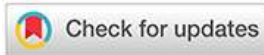


THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT IN CLASS IIB GIANYAR DETENTION CENTER



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ABSTRACT

This study aimed to determine the perception of transformational leadership on organizational commitment and the influence between transformational leadership and organizational commitment in Gianyar Detention House. This research uses quantitative research methods with non-probability sample techniques as many as 73 employees. The data collection technique was carried out using a questionnaire distributed via Google Form. There are 42 statements that are used as indicators in this study. The data analysis technique performed is through normality test, simple linear regression test, significance test and determination test which is processed using IBM SPSS software version 27. The results showed that there is an effect of transformational leadership on organizational commitment at Gianyar Detention House. The results of the determination test obtained that the tranformational leadership has an influence of 50.3% on the organizational commitment, while the remaining 49.7% is influenced by other variables not explained in this study.

Keywords: *Organizational Commitment; Transformational Leadership; Detention Center*



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INTRODUCTION

The term "organization" has its roots in Greek, namely "organon", which literally refers to a tool or instrument (Achmad, 2007). Organizations can also be defined as individuals who join and start their social interactions, influencing each other (Rapidah, 2018). Government organizations have a major obligation to provide services in an effort to improve welfare, implement sustainable development, socially just government, carry out government functions, and to meet public needs and requirements.

It is very important for an organization to have a commitment. Organizational commitment here becomes the corridor and norm for every member of the organization in carrying out the obligations and responsibilities of the organization. Organizational Commitment is a mental condition that reflects the level of attachment a worker has to an organization which can influence his participation in decision-making within it (Pritanadhira, 2019).

As a form of effort to improve quality and explore the potential of superior and capable human resources, the role of leaders who are able to persuade employees to develop is needed. Transformational Leadership is a leadership style that is a factor in influencing the quality of employee performance. Transformational leadership describes leaders who are able to inspire their subordinates to go beyond their personal interests by providing individual attention, providing intellectual stimulation, providing motivation that inspires enthusiasm, and showing ideal influence (Senjaya & Anindita, 2020). A transformational leadership style and organizational commitment are also very necessary in the correctional sector. Corrections as a public sector organization must adapt to current rapid developments. Corrections must be able to build a thriving organization with quality and competent organizational management and human resources. This is intended to support the implementation of correctional objectives.

Along the way, there are many obstacles to achieving correctional goals. Obstacles were found from the largest to the smallest sectors, one example of which occurred in the Gianyar Class IIB Detention Center. Gianyar Class IIB Detention Center (Rutan Gianyar) is one of the Correctional UPTs at the Bali Regional Office of the Ministry of Law and Human Rights. Based on available data, as of January 30 2024, the number of employees at the Gianyar Detention Center was 73 people.

Table 1
Number of Employee Tardiness Throughout 2023

No.	Month	Number Of Employee Delays
1.	January	73
2.	February	103
3.	March	91
4.	April	37
5.	May	94
6.	June	51
7.	July	100
8.	August	82
9.	September	76
10.	October	79
11.	November	91
12.	December	97

Source: Gianyar Detention Center, 2024

Table 1 shows that there are still delays with a fairly large number every month. If the number of employees is 73 people, then it is assumed that on average each person is late every month, except in April 2023. This indicates that there is a need to increase organizational commitment in Gianyar Detention Center to improve this condition.

Table 2
Innovations in Class IIB Gianyar Detention Center

No	Innovations	Description
1	<i>e-money</i> Brizzi	This innovation can help reduce and monitor the circulation of money in detention centers. Balances and transaction amounts can be monitored and restricted.
2	Lati	This innovation helps the process of recording, data collection, and documentation of goods for WBP in Gianyar Detention Center through a digital system.

Source: Gianyar Detention Center, 2024

It can be observed in Table 2, there are only 2 (two) innovations owned by Gianyar Detention Center, which means that there is a need for stimulants to think innovatively to improve the quality of services in Gianyar Detention Center. Given the rapid development of technology and globalization, the Head of Rutan as a leader must be able to adapt by adopting a modern leadership style. Transformational leadership is a suitable leadership style to be adopted for Rutan Gianyar as a public sector organization. This leadership style that tends to be open and flexible still upholds the values of loyalty, commitment, and organizational vision, so that the developments that occur do not reduce the value of correctional as a government institution.

Based on the explanation of the problems that have been described, these problems are the motivation for researchers to conduct a study on the effect of transformational leadership on employee organizational commitment at the Gianyar Class IIB State Detention Center.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Al-Mamary (2020) examines how the role of organizational commitment in regulating the relationship between transformational leadership and organizational citizen behavior (OCB). This study uses quantitative research by distributing survey questionnaires to 250 academic staff at the Malaysia Research University (MRU). The measurement tool used was structured equation modeling (SEM). This study suggests that transformational leadership variables have a direct impact on organizational commitment variables as well as organizational citizenship behavior (OCB).

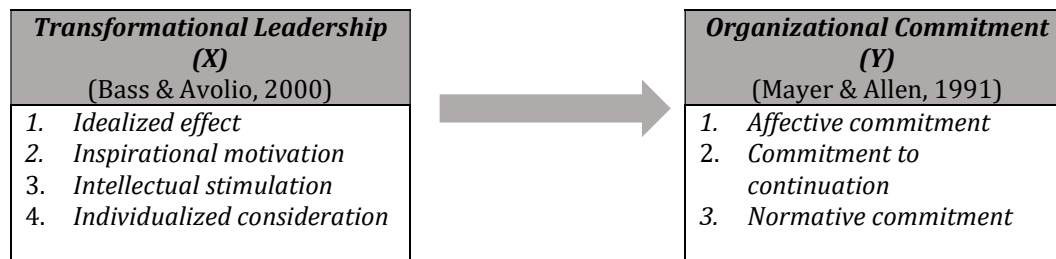
Based on Ausat et al (2022), which focuses on discussing the correlation between transformational leadership, organizational commitment, and performance. This research is a quantitative study that applies a Likert scale (points 1-5) to 34 respondents sampled in this study. The research shows that organizational commitment increases significantly with transformational leadership. SMEs are the subject of this study. Transformational leadership also has a significant positive effect on organizational commitment on performance.

Rindu et al's (2020) study aims to examine the correlation of transformational leadership, organizational commitment, work stress, and the desire to leave work (also known as turnover intention) related to nurses working in private hospitals in Indonesia.

This study applied a quantitative approach. which was carried out in two private hospitals with a purposive sampling method, a total of 97 nurses became respondents in this study. This study emphasizes the importance of building better organizational commitment among nurses to prevent turnover intention and suggests that leadership roles are needed to build commitment and manage job stress.

Research Framework

The research framework in this study as shown at Figure 1.



Source: Constructed by authors for this study, 2024

Figure 1
Research Framework

Hypotheses

The hypotheses of this study are:

H₀: There is no effect of transformational leadership on organizational commitment at the Gianyar Class IIB State Detention Center.

H_a: There is an influence of transformational leadership on organizational commitment at the Gianyar Class IIB State Prison.

METHOD

This study uses a quantitative approach method with a research design that will be applied (Creswell, 2018), namely survey design. The population of this study was 73 employees at the Gianyar prison house with a total sampling technique of 73 respondents. Based on the data obtained, it can be analyzed by looking at the characteristics of respondents, univariate analysis, and data analysis. This study uses various statistical tests with the help of IBM SPSS 27.0 software to determine and measure the level of influence between transformational leadership variables and organizational commitment satisfaction variables.

The statistical test carried out in this study begins with a normality test as a prerequisite test which is useful for knowing whether the data from distributing questionnaires can be normally distributed or not. Then the simple linear regression test is used to calculate the relationship between two or more variables which is assumed to be linear in parameters. Furthermore, the significance test is carried out to determine that the hypothesis that the researcher has outlined at the beginning of the study can be accepted or rejected. Finally, the determination test which is a statistical test used as a tool to determine how much influence variable X has on variable Y from the coefficient of determination.

To support the research that has been conducted by the author, it is important for the author to know how the perceptions of employees in Gianyar Class IIB Detention Center related to transformational leadership on organizational commitment. The

explanation and discussion of the respondents' perceptions are then analyzed using descriptive analysis based on the data that has been obtained and processed by the researcher.

RESULTS AND DISCUSSION

Table 3 shows the results of the significance test between the transformational leadership on organizational commitment in Gianyar Class IIB Detention Center.

Table 3
Significance Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3456.237	1	345.237	71.924	.000 ^b
	Residual	3411.846	71	48.054		
	Total	6868.082	72			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Transformational Leadership

Source: Data Analyzed, 2024

The result shows that the level of significance or probability is 0.000. The significance test has a condition that if the significance value is less than 0.05 then H0 is rejected and Ha is accepted which indicates a simultaneous influence between the independent variable and the dependent variable. Meanwhile, H0 is accepted and Ha is rejected if the significance value is more than 0.05 or which indicates that there is no simultaneous influence between the independent variable and the dependent variable. The significant test results show that the significant value is $0.000 < 0.05$, which means that there is an effect of transformational leadership on organizational commitment in Class IIB Gianyar Detention Center.

Table 4
Determination Test Results

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.709 ^a	.503	.496	6.93211

a. Predictors: (Constant), Transformational Leadership

b. Dependent Variable: Organizational Commitment

Source: Data Analyzed, 2024

Based on Table 4, the R value is obtained as a correlation coefficient of 0.709. This indicates that there is a strong positive correlation relationship between the independent variable (transformational leadership) and the dependent variable (organizational commitment). The table of determination test results above also shows that the R square (r^2) value is 0.503 which shows how much influence the transformational leadership variable as a whole can affect the rise and fall of the organizational commitment variable.

Based on the R square value, it shows that the percentage of the influence of transformational leadership on organizational commitment in Gianyar Class IIB Detention Center is 50.3%. While the remaining 49.7% is influenced by other variables

not explained in this study. This indicates that there are still other variables that have an influence on the organizational commitment variable in Gianyar Class IIB Detention Center besides transformational commitment.

The concept of transformational leadership according to Bass and Avolio (2000) is a leadership approach that emphasizes the influence of leaders in changing, inspiring, and improving the performance of subordinates through various means. The concept of transformational leadership highlights the importance of leadership influences that motivate, excite, and direct positive change in the organization. It involves empowering subordinates, forming a shared vision, and developing a deep connection between the leader and the organization. Everyone in the organization feels encouraged to reach their full potential, with leaders who place confidence in their abilities. Therefore, it is important for the author to measure employee perceptions of transformational leadership to determine the extent of the influence of leadership patterns on employees at Class IIB Gianyar Detention Center.

From the results of the data analysis that the researchers conducted, the transformational leadership variable as a whole showed a moderate category with a frequency of 59 respondents and a percentage of 80.8%. Respondents who have a moderate level of perception indicate that the transformational leadership pattern can run quite well, but there may be some aspects that need to be improved. Employees feel that there is room for improvement in some procedures or other aspects of the transformational leadership pattern. Meanwhile, respondents who have a low level of perception indicate that the appropriate and maximum transformational leadership pattern has not been achieved when applied in the organization.

The idealized effect dimension obtained perception results in the moderate category with a frequency of 62 respondents and a percentage of 84.9%. Idealized effect can help in shaping a positive organizational culture in Gianyar Class IIB Detention Center. Leaders who become role models who are emulated can promote values such as integrity, openness, and collaboration among employees. This can create a work environment based on mutual respect, cooperation, and working together to achieve organizational goals. Employees who are inspired by their leader are likely to learn from his or her approach to leading and develop their own leadership skills. This can create an environment where employee development is actively encouraged and supported. It is known that 11 respondents who are in the low category are respondents with a relatively young age, namely the range of 17-36 years with an average tenure of 0-10 years and a high school education background. Respondents in this group have a tendency to follow instructions from the leader and have a good level of compliance. If the leader does not provide a vision as the basis for employee compliance in duty, then the possibility of employees is not maximized in carrying out their duties.

Furthermore, the inspirational motivation dimension as the second dimension in the transformational leadership variable has a perception in the moderate category with a frequency of 61 respondents and a percentage of 83.6%. The moderate influence of inspirational motivation possessed by a leader on employees at Class IIB Gianyar Detention Center can have a significant impact. Inspirational motivation has an important role in increasing employee engagement and commitment to work and organizational goals. Employees who are inspired by the vision and goals conveyed by leaders tend to feel more emotionally connected to their work, which in turn increases their level of commitment to the success of the organization.

In the third dimension in the transformational leadership variable, the perception of the intellectual stimulation dimension tends to be in the moderate category with a

frequency of 59 respondents and a percentage of 80.8%. The results of the analysis show that the intellectual stimulation provided by the leadership has a significant impact on the development of employee abilities in Class IIB Gianyar Detention Center. Through evoking critical thinking, stimulating new ideas, and providing intellectual challenges, leaders can encourage employees to develop their abilities better. The results of the analysis also highlight the importance of increasing the active involvement of leaders in facilitating discussions, providing the necessary resources, and providing moral support to employees in developing their skills. Leadership involvement in the learning and development process is key in creating a work environment that stimulates intellectual growth. The Head of Detention Center as the leader provides a wide space for employees to provide input and suggestions in developing Class IIB Gianyar Detention Center. Inputs such as coffee morning rooms and sessions, one-door integrated services, and disability pathways are provided to fulfill employee suggestions and input through discussion results.

In the dimension of the individualized consideration dimension, it tends to be in the medium category with a frequency of 55 respondents and a percentage of 75.3%. The analysis shows that individualized consideration provided by leaders has a significant impact on psychological well-being and employee performance. When employees feel individually cared for by leaders, they tend to be more motivated, more enthusiastic, and feel valued in the work environment. Some of the main factors of individualized consideration identified in this study include: listening with empathy to employees' needs and problems, providing support in career development and personal growth, providing constructive and personalized feedback, and providing flexibility in meeting individual needs.

Organizational commitment according to the theory proposed by Allen and Meyer is a psychological state in which an employee feels bound or committed to the organization where they work. Allen and Meyer's organizational commitment model helps organizations to understand employee motivation and attitudes towards their work. By understanding these components of commitment, management can develop strategies to increase employee commitment and retain valuable talent. Of the 73 respondents, it was found that 10 respondents, or about 13.7%, were in the low category; while 48 respondents, or about 65.8%, were in the medium category; and 15 respondents, or about 20.5%, were in the high category. These results show that the level of organizational commitment at Class IIB Gianyar Detention Center tends to be at a moderate level. This indicates that employees overall feel fairly attached to the organization. Nonetheless, employees' perceptions of their commitment to the organization suggest that there is still room for improvement. Although employees show a positive perception of their relationship with the organization, there are still certain aspects that need to be improved.

The first dimension in the organizational commitment variable is affective commitment. Of the total 73 respondents, it was found that 11 respondents, or about 15.1%, were in the low category; while 35 respondents, or about 47.9%, were in the medium category; and 27 respondents, or about 37.0%, were in the high category. These results indicate that the affective commitment dimension in Class IIB Gianyar detention centers generally tends to be in the moderate category. The level of affective commitment in this moderate category illustrates that employees in Gianyar Class IIB detention centers generally have quite positive feelings towards the organization where they work. They may feel attached to the organization and feel proud to be part of it.

The next dimension is commitment to continuation. This dimension interprets the future outlook of employees in the organization. Of the 73 respondents who participated, it was found that 12 respondents, or about 16.4%, were in the low category; while 37 respondents, or about 50.7%, were in the medium category; and 24 respondents, or about 32.9%, were in the high category. These results indicate that the commitment to continuation dimension at Class IIB Gianyar Detention Center tends to be at a moderate level. This finding illustrates that employees at Rutan Kelas IIB Gianyar have a fairly balanced view of their future in the organization. Although most of them show a fairly good level of commitment, there are also some who still show doubts or uncertainties about their continuity in the organization. Nevertheless, the majority of respondents are optimistic and confident about their prospects at Rutan Kelas IIB Gianyar. They may feel that the organization provides ample opportunities for career development and professional growth. This belief may be a factor influencing their commitment to work and satisfaction at work.

Normative commitment is one of the dimensions in the concept of organizational commitment that refers to the level of individual awareness of values, norms, and moral obligations towards the organization where they work. It reflects the extent to which a person feels bound to remain loyal to the organization due to a sense of moral responsibility or internalized norms. From the results of a study involving 73 respondents at Class IIB Gianyar Detention Center, it was revealed that around 21.9% of respondents were in the low category related to the normative commitment dimension. A total of 54.8% of respondents were in the medium category, while the remaining 23.3% were in the high category. These results illustrate that normative commitment in Gianyar Class IIB detention centers tends to be at a moderate level. In this context, respondents' perceptions of organizational norms and ethics indicate that they have a fairly good understanding of values such as loyalty, responsibility, and loyalty to the organization. The importance of this normative commitment is that employees have a strong awareness of the importance of complying with organizational norms and maintaining integrity in carrying out their duties. This reflects the work culture at Rutan Kelas IIB Gianyar, which encourages employees to act in accordance with the values upheld by the organization.

This study uses various statistical tests to determine and measure the level of influence between transformational leadership variables on organizational commitment variables in Class IIB Gianyar Detention Center. Based on the normality test using the One Sample Kolmogorov-Smirnov Test that has been carried out by researchers, the results of the Asymp. Sig (2-tailed) of 0.058 which has met the requirements for the normality test, namely the significance value of $0.058 > 0.05$ so it can be concluded that the data used in this study are normally distributed.

The results of the simple linear regression test in this study indicate that there is a significant influence between the transformational leadership variable on the organizational commitment variable. In the simple linear regression test, a constant value of 1.829 is obtained and the regression direction coefficient value is 1.829 which is positive. The positive value in the regression coefficient indicates a change that is directly proportional, which means that every time there is an increase in value in the transformational leadership variable, there will be an increase in value in the organizational commitment variable. Based on the regression coefficient value, it shows that a 1% increase in value in the transformational leadership variable, the value of the organizational commitment variable will increase by 1829. This states that the greater

the influence of transformational leadership, the more organizational commitment will increase.

The results of data analysis show that there is a positive and significant influence between transformational leadership on organizational commitment in Gianyar Class IIB Detention Center. This statement is evidenced by the results of the significance test which obtained a significant value of 0.000. The significance test has a condition that if the significance value is less than 0.05 then H_0 is rejected and H_a is accepted which indicates a simultaneous influence between the independent variable and the dependent variable. Meanwhile, H_0 is accepted and H_a is rejected if the significance value is more than 0.05 or which indicates that there is no simultaneous influence between the independent variable and the dependent variable. The significance test shows a significant value of $0.000 < 0.05$, which means that there is an effect of transformational leadership on organizational commitment in Class IIB Gianyar Detention Center.

The percentage of influence given by the transformational leadership variable on organizational commitment is obtained from the determination test, where in this study the R square (r^2) value is 0.503 or it can be concluded that the influence of the organizational justice variable as an independent variable has an influence of 50.3% on the job satisfaction variable as the dependent variable. The remaining 49.7% is influenced by other variables not explained in this study. The high influence of transformational leadership on organizational commitment in Rutan Kelas IIB Gianyar can be influenced by the application of the principles of ideal leader effects, inspirational motivation, intellectual stimulation, and interpersonal closeness of positive leaders. This creates an environment that values employees, stimulates engagement, and strengthens positive relationships between employees. Although other factors also affect organizational commitment, transformational leadership has an important role in increasing employee norms, morality, and commitment to carrying out work.

According to the results of the analysis conducted, the effect of transformational leadership of 50.3% on organizational commitment shows that transformational leadership is one of the determinants of organizational commitment in Class IIB Gianyar Detention Center. The high influence of transformational leadership on organizational commitment can be seen from the univariate results that most employees' perceptions have a fairly good level of transformational leadership. These results illustrate that transformational leadership in Gianyar Class IIB Detention Center indicates that transformational leadership is running positively. Therefore, organizations that aim to build maximum organizational commitment must take effective steps to provide the right leadership patterns.

Transformational leadership is a strong factor in increasing organizational commitment in Gianyar Class IIB Detention Center. With the positive impact of transformational leadership, leaders can encourage employee work order which will support the creation of good organizational commitment. Employees who are committed to the organization will tend to improve the quality of their work to improve the quality of the organization's work. Good organizational work quality is work that has effectiveness and efficiency that can reduce turnover in the organization. Leaders must be able to create optimal conditions in organizational commitment that can control individual employees. Employees who build organizations with good organizational commitment will create a unified perception in building the organization very well. Leaders must also be able to maintain and be consistent with leadership patterns that work optimally in the process. Thus, the positive relationship between transformational leadership and organizational commitment can be interpreted as the result of a good

combination of idealized effect, inspirational motivation, intellectual stimulation, and individualized consideration.

CONCLUSION AND SUGGESTION

The purpose of this study was to determine the perception of transformational leadership and organizational commitment, and to know the effect of transformational leadership on organizational commitment in Class IIB Gianyar Detention Center. From the results of data analysis carried out, it can be concluded that this study shows the results of moderate perceptions in each dimension of transformational leadership and moderate perceptions in each dimension of the organizational commitment variable. The results of data analysis also show a positive influence of transformational leadership on organizational commitment in Gianyar Class IIB Detention Center. This shows that transformational leadership has a good impact on organizational commitment in Gianyar Class IIB Detention Center with a percentage of 50.3% while the rest is influenced by other variables. This explains that organizational commitment in Gianyar Class IIB Detention Center is also influenced by other variables besides transformational leadership, so further research is needed on what variables influence organizational commitment besides transformational leadership.

Based on the results of the analysis that has been carried out by researchers related to the influence of transformational leadership on organizational commitment in Gianyar Class IIB Detention Center, the suggestions that researchers can give are the need for improvement and focus from the Head of Gianyar Class IIB Detention Center in realizing the opinions, innovations, and considerations of employees that are constructive and support the optimization of officer performance. Leaders can also strengthen communication between employees in the hope of increasing employees' sense of belonging to the organization so that employees can increase organizational commitment between individuals and to the organization. Leaders with transformational leadership patterns have an important role here because the results show a fairly strong influence on organizational commitment in Class IIB Gianyar Detention Center. Leaders should also provide opportunities for employees to develop through seminars, training, and other employee self-development so that employees can also provide reciprocity to the organization. This will also support employee attachment to the organization. Research on transformational leadership and its effect on other variables is still very rare in public organizations such as correctional institutions. Therefore, in the future, it would be better if further research is carried out on the effect of transformational leadership on other variables needed to improve organizational achievement.

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