

The Effect of Transformational Leadership Style on Organizational Commitment, Employee Engagement, and Employee Performance at Pt. Pln (Persero) Up3 Bukittinggi



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ABSTRACT: This study aims to analyze the effect of Transformational Leadership Style on Organizational Commitment, Employee Engagement, and Employee Performance at PT. PLN (Persero) UP3 Bukittinggi. This type of research is quantitative research. The population is in the form of employees of PT. PLN (Persero) UP3 Bukittinggi with 53 employees. The characteristics used are employees of PT. PLN (Persero) UP3 Bukittinggi (Non Managerial) who is a permanent employee and has worked for at least 1 year at the company, assuming the employee has work experience with company leaders so that it will make it easier to get valid research results. The sample used according to these characteristics is 53 samples. Data collection uses questionnaires distributed to respondents. Methods of data analysis using SM-PLS. The results showed that transformational leadership style had a positive and significant effect on organizational commitment, transformational leadership style had a positive and significant effect on employee engagement and transformational leadership style had a positive and significant effect on employee performance.

KEYWORDS: Transformational Leadership Style, Organizational Commitment, Employee Engagement, Employee Performance

I. INTRODUCTION

In a company, many factors support the sustainability of the company, especially in the era of globalization which increases competition between companies. To be able to survive in the current era of global competition, companies do not only focus on company profits, but also focus on human resources in company management. Human resources in a company that are in the company's management is one of the company's important factors. This is because good company management can help companies achieve company goals, including maximizing profits.

In management, there is leadership that plays an important role in the direction of the company. The type of leadership discussed is transformational leadership. Transformational leadership specifically defines and shapes organizational culture. Transformational leaders are those who shape the norms, philosophies and values in the organizational culture (Yaseen et al, 2018). This leadership style focuses on motivating employees to carry out their duties in accordance with the attitude of responsibility that employees have. In this leadership style, leaders are expected to have good communication skills so that they can convey company goals to employees properly and clearly so that employees can understand and recognize their own credibility as leaders in the company.

Transformational leaders seek to increase awareness by directing their followers to higher ideals and moral values. Transformational leaders make followers feel the value and importance of their work, activate high-order needs, and make followers attach high importance to the organization. As a result, followers feel trust and respect the leader while at the same time motivating employees to give their best to the company. Changes that occur when leaders use a transformational style can be achieved through the leader's charismatic attitude, inspiring leadership, leader's attitude by giving personal attention to employees, and intellectual motivation.(Hill, 2017). Transformational leaders focus on intangible qualities such as vision, shared values, and ideas to build relationships, give greater meaning to diverse activities, and find common ground to engage followers in the change process.(Daft, 2010)

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Transformational leadership has many influences in a company, one of which is the commitment of employees who are led. In KBBI, commitment itself has the meaning as an act of doing something or is a dedication that binds someone to something, so it can be concluded that a person's commitment to a company or organization is a form of dedication that binds the employee to the company or organization. This definition is in line with the definition of organizational commitment according to (Shoaib et al, 2013) where organizational commitment is employee confidence in company goals that can encourage employees to be loyal to the company. According to (Daft, 2010) Organizational commitment refers to employee loyalty and organizational engagement. An employee with a high level of organizational commitment is likely to say we when talking about the company. Such a person likes to be part of an organization and tries to contribute to its success.

Companies with highly committed employees will benefit from several aspects, such as low employee turnover thereby reducing time consumption and additional costs for recruiting new employees. High commitment to the company is also one of the driving factors in achieving the long-term vision or goals of the company (Yuwono et al, 2020). This is as found in research conducted by (Atmojo, 2012) explained that transformational leadership used by management can be one of the factors that encourage increased employee commitment to the company.

Apart from commitment, employee performance or employee performance is also one of the important factors in driving the achievement of the company's long-term goals. Employee performance has a close relationship with transformational leadership, this is in accordance with the Leader-Member Exchange or LMX concept. According to (Selvaraj et al, 2018) a good relationship between the leader and his subordinates or employees, shows that there will be respect and recognition given by employees to their leaders so that employees with high LMX will give respect and reinforcement by contributing in every step decided by their leaders. According to (Eliyana et al, 2019) employees with high LMX will dedicate themselves more to the company than employees with low LMX. The performance of these employees can later be assessed using an evaluation that can be carried out at the time period set by the company (Muzakki et al, 2019). As found in research (Basri et al, 2017) who concluded that the transformational leadership style has a significant effect on employee performance. Also supported by research results (Paracha et al, 2012) which also proves that transformational leadership style positively and significantly affects employee performance.

Employee engagement or employee engagement is also one of the variables raised in this study. This is because in addition to performance and commitment, employee engagement is also an important thing for the company. According to (Rahim, 2020) the level of employee engagement in Indonesia is at a low point, especially with the entry of the millennial generation into the workforce. Rakhim (2020) also explained that the theory that can explain engagement or engagement well is the Job Demand Resources theory where one of the indicators of the theory is job resources. Employee engagement can be created due to many factors, one of which is encouragement from leadership style, which is also included in the job resources indicator in the Job Demand-Resources theory. This is also supported by previous research conducted by (Al-Serhan et al, 2021) who examined the effect of transactional and transformational leadership styles on employee engagement, where between the two, transformational leadership styles have a stronger attachment to employee engagement. Then deep (Hasibuan, 2017) Transformational administration is characterized as the leader's capacity to change work capacity, work inspiration, work design and see the value of the work of subordinates with the aim of making them better prepared to improve performance to achieve authoritative goals.

A leader can influence his followers, this is in accordance with the statement (Wahidin et al, 2020) that changes in a leader can affect followers, such as moral expectations and motivating followers to be able to work with the goal of achieving shared goals, where everything is done without coercion but according to personal desires. It can be seen that the role of a leader in a company is very important, especially in the era of globalization which increases competition, especially between similar companies. Leaders must have excellent abilities, especially in making decisions and directing the company and its management, including its employees. The complexity of each decision taken is the result of the leader's considerations which also originate from one of the leaders' views and leadership style.

The leadership style of a leader is expected to give influence to employees as one of the movers of the company. With the right leadership style, it can create comfort for employees in the company so that it can create stronger work engagement and commitment, as well as more optimal employee performance.

In Indonesia there are companies or business entities owned by the state which are basically no different from other types of large companies, State Owned Enterprises (BUMN) companies have goals, both long term and short term, where behind these goals there are various decisions taken by appropriate for achievement. BUMN as a business entity owned by the state where all or most of the business capital is owned by the state originating from state assets. BUMN runs and is supervised by a special ministry, namely the Ministry of BUMN. In general, the purpose of BUMN is for the welfare of the Indonesian people, but BUMN

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also focuses on profits which will later be used to achieve the goals of the people's welfare. With goals that are more directed or have been determined by the state,

One of the BUMNs in Indonesia is PT. PLN (Persero). PT. PLN as a public company, of course focuses on the satisfaction of its customers, but to achieve customer satisfaction, this does not necessarily happen without the contribution of PLN management, especially if it is fully handed over to employees without guidance and direction from PLN leaders or management. The goals or goals and vision of PLN will be achieved properly if the leadership used in directing and guiding employees uses the right leadership. Therefore, this study is intended to analyze the effect of transformational leadership on employee commitment, employee performance and employee engagement. As for the subject of this research, namely employees at PT. PLN (Persero) UP3 Bukittinggi.

II. LITERATURE REVIEW

Transformational Leadership Style

The transformational leadership style seems to be different from the transactional leadership style, where this leadership style focuses on motivating employees to carry out their duties in accordance with the attitude of responsibilities possessed by employees. According to Samuel (1997) in his book *Modern Management*, transformational leadership is leadership that supports organizational success by influencing employee confidence, as well as the values that employees believe in, such as fairness and integrity. In this leadership style, leaders are expected to have good communication skills so that they can convey company goals to employees properly and clearly so that employees can understand and recognize their own credibility as leaders in the company.

Transforming leaders aim to create awareness among followers of the higher moral values of the company and make followers more sensitive to the value and importance of work. This aims to make employees have a sense of belonging to the organization so they can make the organization a priority. important. This feeling of belonging or sense of belonging will create a sense of trust and respect for their superiors or leaders which in turn will be able to motivate employees to work optimally and even exceed the expectations of the leadership or organization. The influence of the transformational style possessed by the leader can be achieved with the charisma of the leader, inspiring leadership, personal attention and intellectual stimulation provided (Bukit et al, 2017).

Organizational Commitment

Organizational commitment or organizational commitment to employees is an important factor in a successful company where one of the drivers is the existence of supportive leadership for its employees so as to create an effective and comfortable work environment to support the needs of employees in the process of doing a good job and achieving the results or targets that have been set or expected.

The commitment of employees describes how the relationship and involvement between employees and the company. This is supported by statements from (Novitasari & Rivai, 2020) that company goals can be achieved with the support of employees who have a strong commitment to the company, with this strong commitment, not only can company goals be achieved but employees can get rewards commensurate with the performance resulting from high commitment. This is also in accordance with the results of research conducted by (Novitasari & Rivai, 2020) where PT. XXX has employees who are committed to their organization quite well, so that the company's performance can be achieved optimally. The commitment of the company's employees can be seen by paying attention to the following three things, namely a strong belief in the company so that employees receive organizational values, employees are willing to work hard to achieve company goals, and employees want to maintain themselves to be part of the company.

Employee performance

Employees have a crucial role in a company, where company goals will be achieved if the employee's performance is good. The definition of performance or performance according to (Wake Up, 2012) is a result of the work that has been done based on work responsibilities according to the position in the company. Meanwhile according to (Mankunegara, 2016) performance is the result of work both in terms of quality and quantity that has been achieved by the employee in accordance with his responsibilities as part of an organization.

In line with this definition according to (Dessler, 2000) in (Nugraheni, 2017) states that the definition of performance is a work performance that is in accordance with the quality and quantity standards set by the company so that the work can be done properly.

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Employee Engagement

In essence, employees are included in the company's assets, so that the company's investment in employees is often done, so that employees can develop well. Investments made by companies in employees can be carried out through a training or training process, where the output desired by the company is the skillset of employees who are increasing and can support the performance of employees and the company.

In addition to providing training for employees, a sense of employee engagement with the company or employee engagement is also required. One of the reasons is that employees are an asset for companies where, with today's competition, employee turnover is one that often occurs in an industry, so to prevent high employee turnover rates, employees' sense of attachment to the company or employee engagement must be increased. (Batista et al, 2013) This is in line with Umri, (Lukito & Rivai, 2022) which states that employee engagement can provide many benefits to organizations, one of which is motivating them in line with reducing or even eliminating the desire to leave in the near future.

According to (Robbins & Coulter, 2016) Employee participation or involvement is how employees feel satisfied, enthusiastic and involved in their work. Another definition of employee engagement is stated by (Tewal et al, 2017) namely the attachment of members of the organization to the organization itself occurs emotionally in terms of performance, not just physically

III. RESEARCH METHODS

This type of research is quantitative research. The population is in the form of employees of PT. PLN (Persero) UP3 Bukittinggi with 53 employees. The characteristics used are employees of PT. PLN (Persero) UP3 Bukittinggi (Non Managerial) who is a permanent employee and has worked for at least 1 year at the company, assuming the employee has work experience with company leaders so that it will make it easier to get valid research results. The sample used according to these characteristics is 53 samples. Data collection uses questionnaires distributed to respondents. Methods of data analysis using SM-PLS.

IV. RESEARCH RESULTS AND DISCUSSION

According to (Abdillah & Hartono, 2015) Structural Model Test (Inner Model Analysis) is a model that describes how the causality correlation between latent variables is built based on the substance of the theory. In this study, the authors used SmartPLS 3.0. Inner model testing includes path coefficient, R square test, effect size (f^2), and significance test with the bootstrapping method.

Path Coefficients (Path Coefficient)

The calculation results path coefficients with bootstrapping presented in the table below.

Table 1. Path Coefficient Results

No	Variable Relations	Path coefficients	T-Statistics	P-Values
1	Transformational Leadership Style -> Organizational Commitment	0.554	6,664	0.000
2	Transformational Leadership Style -> Employee Engagement	0.507	5,827	0.000
3	Transformational Leadership Style -> Employee Performance	0.310	2,173	0.030

Source: Results of SmartPLS 3.00 data processing

From the results of the path coefficient above, the equations in this study can be obtained, namely:

The path coefficients value of 0.554 indicates that the predictive value of the Transformational Leadership Style variable on organizational commitment has a path coefficient that shows a positive direction or in the same direction that is equal to 0.554. This means that if the Transformational Leadership Style has increased then organizational commitment at PT. PLN (Persero) UP3 Bukittinggi will increase.

The path coefficients value of 0.507 indicates that the predictive value of the Transformational Leadership Style variable on employee engagement has a path coefficient that shows a positive direction or in the same direction that is equal to 0.507. This means that if the Transformational Leadership Style has increased then employee engagement at PT. PLN (Persero) UP3 Bukittinggi will increase.

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The path coefficients value of 0.310 indicates that the predictive value of the Transformational Leadership Style variable on employee performance has a path coefficient that shows a positive direction or in the same direction that is equal to 0.310. This means that if the Transformational Leadership Style has increased then employee performance at PT. PLN (Persero) UP3 Bukittinggi will increase.

R Square Test Results (R2)

The R2 test is carried out to measure the variation in changes in the independent variable to the dependent variable where the R2 value will be between 0 - 1, the greater the R2 value, the better the model used (Ghozali, 2016). According to (Hair et al, 2017), the category of the R2 test is divided into three, namely first if the R square value is 0.25 then it is categorized as Weak, if the R square value is 0.50 then it is categorized as Medium and if the R square value is 0.75 then it is categorized as Strong. The results of the test are presented in the table below.

Table 2. Test Results for the Coefficient of Determination (R2)

No	Variable	R Square
1	Organizational Commitment	0.307
2	Employee Engagement	0.257
3	Employee performance	0.096

Source: SmartPLS 3.00 data processing results

From the results of testing the coefficient of determination in Table 2 above, it can be seen that the R square value resulting from the transformational leadership style is against Organizational Commitment is equal to 0.307. This result can be interpreted that equal to 30.7% of Organizational Commitment PT. PLN (Persero) UP3 Bukittinggi can be explained by the transformational leadership style variable while the remaining 69.3% is explained by other variables. The R square value resulting from the transformational leadership style towards Employee Engagement is equal to 0.257. This result can be interpreted that equal to 25.7% of Employee Engagement PT. PLN (Persero) UP3 Bukittinggi can be explained by the transformational leadership style variable while the remaining 74.3% is explained by other variables. The R square value resulting from the transformational leadership style towards Employee performance is equal to 0.096. This result can be interpreted that equal to 9.6% of Employee performance PT. PLN (Persero) UP3 Bukittinggi can be explained by the transformational leadership style variable while the remaining 90.4% is explained by other variables.

Effect Size Test Results (f2)

The effect size test (F2) aims to measure whether the predictor variable has an effect in the structural model or not. The effect size (F2) can be determined as the increase in R-square relative to the proportion of the variance and the unexplained dependent variable. According to (Hair et al, 2017) the value of f2 can be seen by using measurements in the effect size that is qualified, namely if the interval coefficient is <0.02 then the level of relationship is not significant. If the interval coefficient is 0.02 then the relationship level is weak. If the interval coefficient is 0.15 then the level of relationship is moderate and if the interval coefficient is 0.35 then the level of relationship is strong.

Table 3. Test Results f

	Employee Engagement	Employee performance	Organizational Commitment
Transformational Leadership Style	0.347	0.106	0.443

Source: SmartPLS 3.00 data processing results

Based on the results of the calculation of the f2 test value, it can be concluded that the Transformational Leadership Style variable used in this study has an effect that belongs to the category of strong relationship to Organizational Commitment in the structural model because the resulting value is 0.443 more than 0.35. The Variable Transformational Leadership Style has an effect that belongs to the strong relationship category on Employee Engagement in the structural model because the resulting value is 0.347 close to 0.35. While the Transformational Leadership Style variable has a weak relationship effect on employee performance because the resulting value is 0.106 which exceeds 0.02.

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Significance Test Results with the Bootstrapping Method

Bootstrapping or hypothesis testing is done using a 95% confidence level. Bootstrapping is done to find out whether there are independent variables that partially predict the existence of a significant dependent variable. According to (Abdillah & Hartono, 2015) The criteria used to carry out the test are: if the t statistic obtained is > 1.96 and the p value is not more than 5%, the hypothesis will be accepted. That is, there is a significant predictor of the independent variable on the dependent variable. The results of significance testing by bootstrapping in the study are shown in the following table.

Table 4. Hypothesis Test Results

No	Variable Relations	T-Statistics	P-Values
1	Transformational Leadership Style -> Organizational Commitment	6,664	0.000
2	Transformational Leadership Style -> Employee Engagement	5,827	0.000
3	Transformational Leadership Style -> Employee Performance	2,173	0.030

Source: Results of SmartPLS 3.00 data processing

The Effect of Transformational Leadership Style on Organizational Commitment

Based on the results of data analysis, the path coefficients value of the Transformational Leadership Style variable is obtained for organizational commitment has a path coefficient indicating the positive direction. This means that if the Transformational Leadership Style has increased then organizational commitment at PT. PLN (Persero) UP3 Bukittinggi will increase.

The results of testing the first hypothesis show that H1 is accepted. In this case the transformational Leadership Style variable has a positive and significant effect on Organizational Commitment at PT. PLN (Persero) UP3 Bukittinggi. This is evidenced by the t statistics value of 6,664 ones greater than the cut off value of 1,96. Then the resulting p values are 0,000 smaller than the cut off value set at 0,05.

As stated by Nijhof et al (1998) in Raharja (2017) that commitment is an important component in building the competence of a company. By using a transformational leadership style, employee commitment can increase and in carrying out their roles, leaders or management who apply this leadership style, have a role to support their employees so that company goals can be achieved by carrying out their roles as employees and as part of the company

This result is in line with research conducted by (Atmojo, 2012) conducted to determine the effect of transformational leadership on job satisfaction, employee performance and employee commitment to the company explains that the transformational leadership used by management has a significant influence on the commitment of company employees. Transformational leadership style can be one of the factors that encourage increased employee commitment to the company. Besides that, it is also supported by research results (Palalic et al, 2020) where found that there is a relationship between transformational leadership and organizational commitment.

These results can also be concluded that the four dimensions of transformational leadership style are expressed by AVALIO (1994) in (Ariesta, 2014) has a direct and significant influence on organizational commitment, where the four dimensions include ideal influence and inspirational motivation, which is the ideal influence possessed by leaders who can foster employee awe of superiors and dimensions of inspirational motivation that can foster enthusiasm and enthusiasm for work from employees so that work commitment will grow to be able to provide the best for the company.

The Effect of Transformational Leadership Style on Employee Engagement

Based on the results of data analysis, the path coefficients value of the Transformational Leadership Style variable is obtained for employee engagement has a path coefficient indicating the positive direction. This means that if the Transformational Leadership Style has increased then employee engagement at PT. PLN (Persero) UP3 Bukittinggi will also increase.

The results of testing the second hypothesis show that H2 is accepted. In this case the transformational leadership style variable has a positive and significant effect on employee engagement at PT. PLN (Persero) UP3 Bukittinggi. This is evidenced by the t statistics value of 5,827 ones greater than the cut off value of 1,96. Then the resulting p values are 0,000 smaller than the cut off value set at 0,05.

Employees are an investment for the company, so a high retention rate will certainly be detrimental to the company. Company engagement does not only revolve around the retention rate, but also the convenience and participation of employees in the work and activities of the company. As stated Schaufeli & Bakker (2004), with employees who actively

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participate in company activities and are committed to their work, will have a positive impact on company performance. This means that a high level of engagement will increase employee loyalty to the company.

The influence of the transformational leadership style on employee engagement can be seen clearly in the dimensions of Motivation, Inspiration and Individual Consideration, where the motivation or encouragement that grows within employees driven by a transformational leadership style can increase employees' sense of belonging to the company or a sense of attachment to the organization. , the same thing can also be seen from the Individual Consideration dimension, where there is support received by employees from superiors based on openness between superiors and employees, in other words the more openness between superiors and employees, the attachment that employees have to the company can increase.

The results of this study are in line with previous research conducted by (Al-Serhan, 2021) who examines the effect of transactional and transformational leadership styles on employee engagement, both of which have a positive and significant influence on employee engagement, and between the two, transformational leadership style has a stronger attachment to employee engagement.

The Effect of Transformational Leadership Style on Employee Performance

As one of the components of the company, the company's employees or human resources have an important function as the driving force of the company. This function must also be supported by company leaders who can influence employee performance, namely by having an effective transformational leadership style for their employees.

Based on the results of data analysis, the path coefficients value of the Transformational Leadership Style variable is obtained for employee performance has a path coefficient indicating the positive direction. This means that if the Transformational Leadership Style has increased then employee performance at PT. PLN (Persero) UP3 Bukittinggi will also increase.

The results of testing the third hypothesis show that H3 is accepted. In this case the transformational leadership style variable has a positive and significant effect on employee performance at PT. PLN (Persero) UP3 Bukittinggi. This is evidenced by the t statistics value of 2,173 ones greater than the cut off value of 1,96. Then the resulting p value is 0,030 which is smaller than the cut off value set at 0,05.

To provide the necessary support or encouragement, leaders must know what their employees need by using the right leadership style, in accordance with the Inspirational Motivation dimension in the transformational leadership style dimension where leaders must be able to provide encouragement or motivation to increase employee enthusiasm so that enthusiasm grows. and optimism from employees in working and achieving company goals by giving their best. In addition, this dimension also reveals that leaders with a transformational leadership style have innovative ideas that can provide solutions to work challenges faced by their employees on the way to achieving goals. With an appropriate and good leadership style,.

This statement is in line with research conducted by (Taqwa et al, 2021) who examines the effect of transformational leadership and workload on employee motivation and performance, where the results of this study are transformational leadership has a positive and significant effect on employee performance, where if the leadership style is carried out properly, it will be in line with increased employee motivation which encourages employee performance improvement on the company.

As also found in research (Basri et al, 2017) who concluded that the transformational leadership style has a significant effect on employee performance. Also supported by research results (Paracha et al, 2012) which also proves that transformational leadership style positively and significantly affects employee performance.

V. CONCLUSION

Based on the results and discussion described in the previous chapter, the authors draw the following conclusions:

1. Transformational Leadership Style has a positive and significant effect on Organizational Commitment at PT. PLN (Persero) UP3 Bukittinggi. From these results it can be concluded that if the managerial level has a transformational leadership style that is applied to their subordinates, it will be able to increase employee (subordinate) commitment to the organization. Judging from the respondents who filled out the questionnaire it can be concluded that the employees of PT. PLN (Persero) UP3 Bukittinggi feels confident in the company's goals which will encourage these employees to remain loyal to the company.
2. Transformational Leadership Style has a positive and significant effect on employee engagement at PT. PLN (Persero) UP3 Bukittinggi. This means that by using a transformational leadership style, managers with this leadership style can influence the attachment of their employees or subordinates to the company. Based on the respondents who filled out the

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questionnaire, it can be concluded that employees of PT. PLN (Persero) UP3 Bukittinggi is satisfied and enthusiastic in carrying out its work.

3. Transformational Leadership Style has a positive and significant effect on Employee Performance at PT. PLN (Persero) UP3 Bukittinggi. From these results it can be concluded that leaders who use a transformational leadership style properly and appropriately can encourage increased performance from employees in a company. From the respondents who filled out the questionnaire it can be concluded that the results of the performance of employees of PT. PLN (Persero) UP3 Bukittinggi is in accordance with its responsibilities both in quality and quantity.

Based on the results of this study, the theoretical and practical implications can be stated as follows:

1. The transformational leadership style carried out by leaders at PT. PLN (Persero) UP3 Bukittinggi is able to influence organizational commitment, which has an impact on the future of the company. Therefore PT. PLN (Persero) UP3 should be able to create a sense of security and comfort by providing opportunities for employees to express opinions so that it can generate employee confidence in company goals which can encourage employees to be loyal to the company and employees to survive until the end of their working period.
2. The Transformational Leadership Style applied by the manager at PT. PLN (Persero) UP3 Bukittinggi can influence employee engagement, thereby creating satisfaction, enthusiasm and involvement in doing work. Therefore PT. PLN (Persero) UP3 Bukittinggi should be able to increase the enthusiasm and enthusiasm of employees for their work in several ways such as providing care for employees and holding several training activities such as providing outbound training which can indirectly create a sense of employee attachment to the company.
3. The Transformational Leadership Style that is carried out at PT. PLN (Persero) UP3 Bukittinggi has an impact on employee performance. Based on this, management can do a number of simple things such as creating conducive working conditions, providing positive support for employees and establishing good communication between superiors and subordinates so as to motivate employees to complete work optimally and automatically improve employee performance. .
4. Based on the results of this study it can be concluded that the transformational leadership style provides an increase in employee commitment, employee engagement and employee performance at PT PLN (Persero) UP3 Bukittinggi. Because of this, policy makers at the regional office level in placing unit leaders should consider leaders who have a transformational leadership style which is characterized as having ideal influence, inspirational motivation, intellectual simulation and individual consideration.

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