



The Effect of Transformational Leadership, Organizational Culture, and Good Governance Principles on Organizational Performance with Organizational Commitment as a Mediating Variable (A Study at the Corruption Eradication Commission)

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ABSTRACT

This study attempts to investigate the effect of transformational leadership, organizational culture, and the implementation of good governance principles on organizational performance with organizational commitment as an intervening variable. 300 Corruption Eradication Commission personnel participated in a survey as part of the study's quantitative methodology. Structural Equation Modeling (SEM) with LISREL was used to examine the data. The findings show that organizational performance is positively and significantly impacted by transformational leadership, organizational culture, and the application of good governance concepts. The link between the independent variables and organizational performance is not mediated by organizational commitment, nor does it significantly affect organizational performance. These results imply that leadership style and the application of good governance principles have a greater influence on improving organizational performance in the public sector than organizational commitment.

INTRODUCTION

In Indonesia, corruption is still a big problem that has to be addressed. Since 1995, Transparency International (TI) has consistently released the Corruption Perceptions Index. With a score of 34 on a scale of 1 to 100, TI placed Indonesia 114th out of 180 nations in its 2023 poll. One of the organizations in Indonesia empowered to fight and prevent corruption is the Corruption Eradication Commission (CEC). Internal variables affecting the CEC's performance are crucial since, as a public entity, the CEC is required to exhibit effective, transparent, and responsible performance in order to sustain public legitimacy and trust.

The application of good governance principles, organizational commitment, organizational culture, and transformational leadership style are all acknowledged in management science as having an impact on organizational success. In addition to providing oversight to guarantee that organizational performance stays in line with predetermined goals, transformational leadership is essential in establishing an organization's vision, mission, and policy direction. Another crucial part is organizational culture, which offers direction through norms, beliefs, and behaviors that mold the components of the company. In the meantime, establishing openness, accountability, and efficacy in public institutions is made possible by the application of good governance concepts.

According to a number of studies, organizational commitment frequently acts as a mediator between the effects of leadership, organizational culture, and governance on organizational performance. Employee involvement, emotional attachment, and loyalty are all reflected in organizational commitment, which enhances overall performance.

With organizational commitment acting as an intervening variable, the researcher is interested in learning more about how organizational culture, transformational leadership style, and the application of good governance principles affect organizational performance. In addition to offering useful implications for managing organizational performance in public institutions like the CEC, this study is anticipated to advance management knowledge, especially in the setting of public organizations.

LITERATURE REVIEW

Transformational Leadership

The ability to influence others, whether they are groups or subordinates, and to guide their actions toward accomplishing corporate objectives is referred to as leadership. To effectively assist the firm in achieving its goals, a leader must have competences pertinent to their field.

According to Yanti's (2019) research on the impact of transactional and transformational leadership styles in public organizations, transformational leadership significantly and favorably affects organizational performance. Based on Bass's theory (1996), the study established four traits that are utilized as indicators to quantify the transformational leadership variable: intellectual stimulation, charisma (idealized influence), inspirational motivation, and individualized concern.

H1: Transformational leadership has a favorable and significant effect on organizational performance.

Organizational Culture

The ideals, tenets, customs, and common methods of operation that shape an organization's members' conduct are referred to as its organizational culture.

The impact of organizational culture, motivation, and commitment on organizational performance was studied by Purnama et al. (2020). The study revealed that company culture had a beneficial effect on employee performance.

H2: Organizational performance is positively and significantly impacted by organizational culture.

Good Governance

In the context of the public sector, good governance refers to initiatives to establish clean and sound governance that supports functional values and public interests through the application of sound and responsible management in order to preserve cooperation between the public and private sectors as well as society. The impact of applying good governance principles on the performance of public organizations was studied by Millensyah et al. (2023). According to the study's findings, organizational performance is positively and significantly impacted by the use of good governance concepts.

H3: Organizational performance is positively and significantly impacted by good governance principles.

Organizational Commitment

For both individual and total organizational performance, developing a strong organizational commitment is crucial. High organizational commitment employees are more likely to be motivated to work better, which helps the organization more successfully and efficiently accomplish its vision, purpose, and objectives.

According to Pratama's (2016) research, organizational commitment significantly affects organizational performance. Affective commitment, continuation commitment, and normative commitment were the indicators employed in the study to gauge the organizational commitment variable.

H4: Organizational performance is positively and significantly impacted by organizational commitment.

H5: The relationship between transformative leadership and organizational performance is mediated by organizational commitment.

H6: The relationship between organizational culture and performance is mediated by organizational commitment.

H7: The relationship between good governance and organizational success is mediated by organizational commitment.

This study offers a conceptual framework that positions organizational culture, good governance, and transformational leadership as independent factors that directly impact organizational performance. To ascertain if the relationship between the independent factors and organizational performance

happens directly or via employee psychological mechanisms, organizational commitment is examined as an intervening variable.

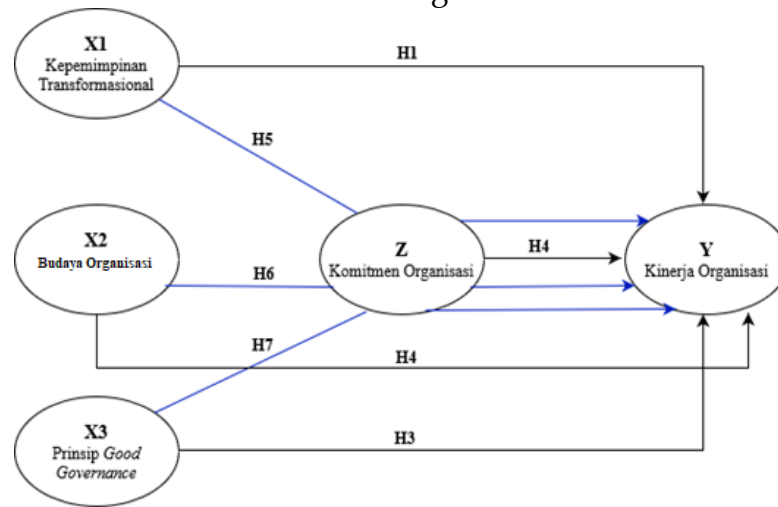


Figure 1. Research Model

METHODOLOGY

Research Design

In order to investigate the causal linkages between transformational leadership, organizational culture, the application of good governance principles, organizational commitment, and organizational performance, this study uses a quantitative approach via a survey method. Explaining the direct and indirect impacts between variables within an integrated model is the goal of the research design.

Population and Sample

All permanent workers of the Republic of Indonesia's Corruption Eradication Commission make up the study's population. The theory put forth by Hair et al. (2017), which suggests a minimum of five to ten times the total number of indicators employed in the study, was used to estimate the sample size, yielding a sample of 300 respondents.

Tools and Variable Measurement

A systematic questionnaire on a five-point Likert scale (1 being strongly disagree and 5 being strongly agree) was used to gather the data.

Transformational leadership was measured through the dimensions of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

- Innovation and Risk Taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability were used to gauge organizational culture.
- Accountability, transparency, openness, and the rule of law were used to gauge good governance.
- Affective, Continuance, and Normative commitment made up organizational commitment.

- Organizational performance was measured using the Balanced Scorecard approach, which covers four perspectives: Stakeholder Perspective, Customer Perspective, Internal Process Perspective, and Learning and Growth Perspective.

Data Analysis Technique

Structural Equation Modeling (SEM) with LISREL was used to analyze the data. Tests of construct validity and reliability, evaluation of normality assumptions, assessment of model fit (goodness of fit), and structural hypothesis testing were all part of the analysis process. The Sobel test was used to determine the significance of indirect effects in the mediation effect of organizational commitment.

RESEARCH RESULT

Validity and Reliability Testing

Convergent validity testing was undertaken by assessing the Standardized Loading Factor (SLF) values, where validity is considered satisfactory if the SLF value is ≥ 0.5 . All indicators in each variable displayed SLF values ≥ 0.5 after the test was completed and offending estimates were addressed.

Thus, it may be said that every indicator is reliable.

The Composite Reliability (CR) and Average Variance Extracted (AVE) values were computed using the Standardized Loading Factor (SLF) in order to perform reliability testing. Every observed variable satisfied the necessary requirements of $AVE \geq 0.50$ and $CR \geq 0.70$. Therefore, it may be said that any construct is trustworthy and worthy of more examination.

Univariate Normality Test

The distribution of the data utilized in this investigation was examined using the normality test. All indicators in this study had p-values ≥ 0.05 based on the findings of the univariate normality test using Z-Skewness, Z-Kurtosis, and Chi-Square tests. This shows that all of the data are normally distributed and that there is no discernible departure from normalcy; as a result, additional analysis of the data is possible.

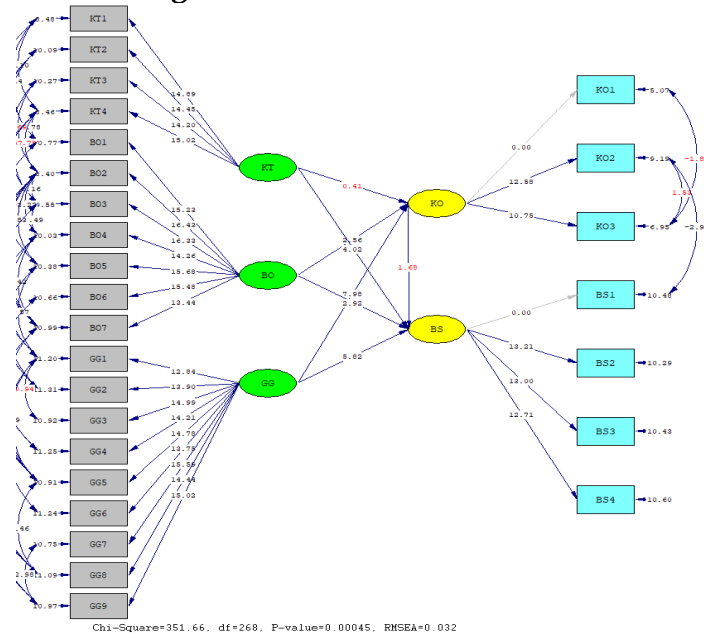
Structural Model Test

Figure 1. Results of the Initial Goodness of Fit Test

| Model Fit Index | Result | General Criteria | Description |
|-------------------------------------------------|---------|--------------------------------------|---------------------------------------|
| Chi-Square | 715.064 | $p > 0.05$ (the smaller, the better) | Not met, but sensitive to sample size |
| GFI (Goodness of Fit Index) | 0.827 | ≥ 0.90 | Poor |
| AGFI (Adjusted GFI) | 0.791 | ≥ 0.90 | Poor |
| CFI (Comparative Fit Index) | 0.918 | ≥ 0.90 | Good |
| NFI (Normed Fit Index) | 0.863 | ≥ 0.90 | Marginal |
| TLI / NNFI (Non-Normed Fit Index) | 0.908 | ≥ 0.90 | Good |
| IFI (Incremental Fit Index) | 0.918 | ≥ 0.90 | Good |
| RMSEA (Root Mean Square Error of Approximation) | 0.065 | ≤ 0.08 | Good |
| PGFI (Parsimony GFI) | 0.687 | ≥ 0.50 | Fair |

Before moving on to the next phase of analysis, model adjustment is necessary in accordance with model fit requirements since a number of indices still do not match the general criteria, especially the Chi-Square value of 715.064, which does not pass the requirement ($p > 0.05$).

Figure 2. Modified Model



The figure above represents the model that has been modified using LISREL software.

Table 2. Results of the Goodness of Fit Test After Modification

| Model Fit Index | Result | General Criteria | Description |
|-------------------------------------------------|--------|--------------------------------------|-------------------------------|
| Chi-Square | 351.66 | $p > 0.05$ (the smaller, the better) | Better than the initial model |
| GFI (Goodness of Fit Index) | 0.92 | ≥ 0.90 | Good |
| AGFI (Adjusted GFI) | 0.887 | ≥ 0.90 | Nearly acceptable |
| CFI (Comparative Fit Index) | 0.983 | ≥ 0.90 | Very good |
| NFI (Normed Fit Index) | 0.933 | ≥ 0.90 | Good |
| TLI / NNFI (Non-Normed Fit Index) | 0.977 | ≥ 0.90 | Very good |
| IFI (Incremental Fit Index) | 0.983 | ≥ 0.90 | Very good |
| RMSEA (Root Mean Square Error of Approximation) | 0.032 | ≤ 0.08 | Very good |
| PGFI (Parsimony GFI) | 0.652 | ≥ 0.50 | Fair |

The fit indices demonstrate a notable improvement over the original model following the adjustment. Compared to the prior value of 715.064, the Chi-Square value dropped to 351.66.

Results of Partial Hypothesis Testing

Table 3. Results of Partial Hypothesis Testing

| Hypothesis | Path | Coefficient (C) | Standard Error | Z-Value | P-Value | Remark | Decision |
|------------|-----------------------------------------------------------------------|-----------------|----------------|---------|---------|----------|----------|
| H1 | TL → OP (Transformational Leadership → Organizational Performance) | 0.248 | 0.062 | 4.025 | 0.000 | Sig. | Accepted |
| H2 | OC → OP (Organizational Culture → Organizational Performance) | 0.167 | 0.057 | 2.921 | 0.003 | Sig. | Accepted |
| H3 | GG → OP (Good Governance → Organizational Performance) | 0.499 | 0.086 | 5.818 | 0.000 | Sig. | Accepted |
| H4 | OCom → OP (Organizational Commitment → Organizational Performance) | 0.124 | 0.0736 | 1.682 | 0.093 | Not Sig. | Rejected |

The following is a summary of the hypothesis testing results based on the preceding table:

1. The investigation demonstrates that Transformational Leadership has a favorable and significant effect on Organizational Performance. This is demonstrated by a coefficient value of 0.248, which means that, assuming all other factors stay the same, an increase of one unit in transformational leadership will result in an increase of 0.248 units in organizational performance. This link is statistically significant, as indicated by the Z-value of 4.025 and $p = 0.000 (< 0.05)$.
2. The findings show that, with a coefficient value of 0.167, organizational culture significantly and favorably affects organizational performance. This shows that an improvement in the quality of Organizational Culture will be followed by an increase in Organizational Performance by 0.167 units. The significance of this link is shown by the Z-value of 2.921 and $p = 0.003 (< 0.05)$.
3. Among the factors influencing organizational performance, the analysis shows that good governance principles have the greatest impact. Every improvement in the application of good governance principles will boost organizational performance by 0.499 units, according to the coefficient value of 0.499. A very high degree of statistical significance is indicated by the Z-value of 5.818 and $p = 0.000$.
4. The findings indicate that there is no meaningful correlation between organizational commitment and performance. The Z-value of 1.682 and $p = 0.093$ surpass the significance level of 0.05, despite the coefficient being positive at 0.124. According to these values, it is not possible to verify that a rise in organizational commitment will lead to a notable improvement in organizational performance.

Testing of Indirect Effects (Mediation Effect)

Table 4. Results of Intervening Hypothesis Testing (Sobel Test)

| Hypothesis | Mediation Path | Z-Values | P-Values | Remark | Decision |
|------------|-----------------------------------------------------------------------------------------------------|----------|----------|----------|----------|
| H5 | TL → OC → OP (Transformational Leadership → Organizational Commitment → Organizational Performance) | 0.398 | 0.345 | Not Sig. | Rejected |
| H6 | OCul → OC → OP (Organizational Culture → Organizational Commitment → Organizational Performance) | 1.405 | 0.080 | Not Sig. | Rejected |
| H7 | GG → OC → OP (Good Governance → Organizational Commitment → Organizational Performance) | 1.648 | 0.050 | Not Sig. | Rejected |

In order to determine if the mediator variable significantly transmits the influence from the independent variable to the dependent variable, the Sobel test is employed to assess the significance of the intervening or mediating effect. Based on the table above, the results can be summarized as follows:

1. The results of the Sobel test show that Organizational Commitment (OC) has no statistically significant mediating influence on the link between Transformational Leadership (TL) and Organizational Performance (OP). Organizational commitment does not significantly mediate the impact of transformational leadership on organizational performance, as indicated by the Z-value of 0.398 and $p = 0.345 (> 0.05)$. As a result, the model does not support the existence of a strong indirect mediation effect through organizational commitment, and hypothesis H5 is rejected.
2. The test results indicate that there is no statistically significant mediating influence of Organizational Commitment (OC) on the connection between Organizational Culture (OCul) and Organizational Performance (OP). The influence of organizational culture on organizational performance is not significantly mediated by organizational commitment, according to the Z-value of 1.405 and $p = 0.080 (> 0.05)$. Thus, hypothesis H6 is rejected, and the model does not uncover any substantial indirect mediation effect through Organizational Commitment.
3. The test results show that there is no statistically significant mediating influence of Organizational Commitment (OC) on the link between Organizational Performance (OP) and the application of Good Governance principles (GG). The Z-value of 1.648 and $p = 0.050$ suggest that Organizational Commitment does not significantly moderate the effect of Good Governance implementation on Organizational Performance. As a result, the model does not show a substantial indirect mediation effect through Organizational Commitment, and hypothesis H7 is rejected.

Summary of Hypothesis Testing Results

Table 5 summarizes the findings of the hypothesis testing based on the structural model testing.

Table 5. Summary of Hypothesis Testing Results

| Hypothesis | Relationship between Variables | Result |
|------------|--------------------------------------------------------------------------------------|----------|
| H1 | Transformational Leadership → Organizational Performance | Accepted |
| H2 | Organizational Culture → Organizational Performance | Accepted |
| H3 | Good Governance Principles → Organizational Performance | Accepted |
| H4 | Organizational Commitment → Organizational Performance | Rejected |
| H5 | Transformational Leadership → Organizational Commitment → Organizational Performance | Rejected |
| H6 | Organizational Culture → Organizational Commitment → Organizational Performance | Rejected |
| H7 | Good Governance Principles → Organizational Commitment → Organizational Performance | Rejected |

The application of good governance principles has the highest effect coefficient on organizational performance, according to the route coefficient analysis, followed by organizational culture and transformational leadership. These findings imply that the adoption of good governance principles plays the most dominating role in describing the quality of organizational performance in the context of the public organization under consideration.

In the meanwhile, organizational dedication has a negligible and insignificant impact on organizational performance. This suggests that managerial systems and structural factors have a greater impact on organizational performance than do individual psychological factors.

DISCUSSION

The transformational leadership theory put forth by Burns and subsequently refined by Bass and Avolio is further supported by the finding that transformational leadership has a favorable and substantial impact on organizational performance. This research demonstrates that transformational leadership is still applicable and useful in public sector organizations, especially law enforcement agencies like the Corruption Eradication Commission. Theoretically, this finding adds to empirical evidence that the elements of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration can improve organizational performance in both public and private institutions with high levels of complexity and accountability.

Additionally, the finding that organizational culture significantly and favorably affects organizational performance supports Robbins and Schein's theories about organizational culture's function as a set of values that directs members' conduct. This result shows that organizational culture serves as a strategic element that directly affects the attainment of organizational performance in addition to acting as an identity and social bond. Thus, this study makes a theoretical contribution by confirming that enhancing an organizational culture focused on teamwork, integrity, and results is a necessary precondition for raising performance in public companies.

The impact of applying good governance principles on organizational performance is another significant conclusion. Organizational performance is positively and significantly impacted by the use of good governance concepts. This result is consistent with public sector governance theory, which holds that attaining organizational effectiveness in the public sector requires respect to the rule of law, accountability, and transparency. Theoretically, this finding suggests that good governance is a strategic element that directly affects organizational performance in addition to being an administrative standard.

Organizational commitment does not act as an intervening variable, even though it has an impact on organizational performance. This suggests that organizational commitment is an independent variable that influences organizational performance, but it does not mediate the relationship between organizational culture, transformational leadership, or the application of good governance principles and organizational performance.

Therefore, the study's theoretical consequence indicates that a direct effect model, rather than a mediation model, is the most suitable relationship model in the setting of public organizations, especially the Corruption Eradication Commission.

CONCLUSIONS

Using organizational commitment as an intervening variable, this study examines how organizational culture, transformational leadership, and the application of good governance principles affect organizational performance in an Indonesian anti-corruption authority. Transformational leadership, organizational culture, and effective governance have been shown to have a favorable and considerable direct impact on organizational performance, according to the study and discussion's findings. The application of good governance principles stands out as the most important element in enhancing organizational performance among these three variables.

On the other hand, organizational commitment neither significantly affects organizational performance nor serves as an intervening variable in the relationship between organizational culture, transformational leadership, and the application of good governance principles and organizational performance. These findings indicate that in the context of public sector organizations characterized by a high level of accountability and formality, organizational performance is more strongly influenced by structural mechanisms, governance systems, and managerial practices than by employees' psychological attachment. Overall, the study's findings demonstrate that the strength of organizational culture, the efficacy of consistently applied governance systems, and the caliber of leadership all play a major role in improving organizational performance in the public sector, rather than individual psychological factors.

RECOMMENDATIONS

A number of useful suggestions can be made in light of the study's conclusions. First, it is recommended that organizational leaders consistently cultivate and implement transformational leadership approaches in their management of the organization. This endeavor can be accomplished through coaching programs, leadership training, and performance reviews of leaders that focus on transformational leadership elements. Strengthening a corporate culture that encourages performance success is also advised. Cultural characteristics such as professionalism, teamwork, integrity, and result orientation need to be internalized continuously across all workers

It is advised that public companies make strengthening governance a top priority since the application of good governance principles has the greatest impact on organizational performance. Every process of organizing, carrying out, and assessing organizational operations should tangibly implement the values of transparency, accountability, involvement, and effectiveness. Additionally, firms are still encouraged to consider employee commitment as part of human resource management, even though organizational commitment was not shown to have a substantial impact on organizational performance in

this study. However, in order for the commitment created to more successfully contribute to the attainment of organizational performance, efforts to increase employee commitment should be combined with advancements in leadership systems, organizational culture, and the application of good governance concepts.

ADVANCED RESEARCH

It is advised that future studies expand the conceptual model by adding additional mediating or moderating factors that might have an impact on how leadership, organizational culture, good governance, and organizational performance are related. Compared to organizational commitment, variables like job satisfaction, work motivation, organizational trust, or human resource competency may be more pertinent. Future research is also urged to use a wider range of methodological techniques, such as integrating quantitative and qualitative methodologies. It is anticipated that this method will lessen the drawbacks of using only perceptual data and offer a greater knowledge of the mechanisms behind the correlations among variables.

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