

The Effect of Transformational Leadership on Affective Commitment with Trust in Leaders as a mediating variable at the Mentawai Islands District Attorney's Office

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ABSTRACT

The purpose of this study was to analyse: (1) The effect of transformational leadership on the affective commitment of the Mentawai Islands prosecutor's office employees. (2) The effect of transformational leadership on trust in the leaders of the Mentawai Islands prosecutor's office. (3) The influence of trust in leaders on the affective commitment of the Mentawai Islands prosecutor's office employees. (4) Transformational leadership mediates trust in the leader towards the affective commitment of the Mentawai Islands Prosecutor's Office employees. The population in this study were all civil servants (PNS) at the Mentawai Islands Prosecutor's Office, totalling 30 Everyone. Sampling technique is performed using total sample where the number of samples is the same as the population totalling 30 people. Data collection by questionnaire with Likert scale. The results of this study indicate that: (1) transformational leadership has a positive and significant effect on the emotional commitment of the Mentawai Islands State Attorney's Office. (2) Some transformational leadership is positive and important effect on trust for the head of the Mentawai Islands State Attorney's Office. (3) trust in the leader has a positive and significant effect on emotional commitment of the Mentawai Islands floor (4) transformational leadership Has a positive and important effect emotional commitment with trust in the leader as a mediator in the Mentawai Island Banquet.



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INTRODUCTION

Human resources are the most important capital of the company, because employees are the implementers of the company's operational activities. Company resources such as methods and machines will not produce good results unless they are supported by talented people. Understanding the importance of human resources in the era of globalization is one of the efforts that companies must make to improve the quality of their human resources. With the increase in staff quality, it is expected that employees can work productively and professionally and achieve the results desired by the company.

Many things are often discussed in Human Resources, one of which is related to employee organizational commitment. This organizational effort is often a very important issue. Sometimes even

some companies make promises as one of the conditions for running a position in the company. Employees who are loyal to the company take their responsibilities seriously. Thanks to a high level of commitment, employees will be more comfortable at work, more loyal and fully involved in achieving company goals according to (Nelly. T & Eryanto 2013).

Affective commitment is an important determinant of employee dedication and loyalty to the organization. Affectively committed employees will have a sense of belonging to the organization by having a strong desire to remain in the organization. Employees who have a strong affective commitment will continue to work in their organization because they want to do so. Several other studies have shown this affective commitment to be important because basically this commitment has a value match between the organization and workers and also this commitment shows the reasons for workers to stay at their jobs because of emotional attachment by workers (Islam et al., 2021; Siagian, 2021; Suryadinatha & Rahyuda, 2017).

Ribeiro, Gomes, et al., (2018) leadership style is one of the significant factors, which influence employee attitudes and behavior. Semedo et al., (2018) also said that leadership has an important role in the organizational environment, and the supervisory style adopted by leaders can directly or indirectly influence employee attitudes and behaviour. Ribeiro, Yucel, et al., (2018) said that transformational leaders transform employees by increasing motivation and commitment, and empowering them to achieve organizational goals.

Fahira (2019) put forward that Transformational leadership can encourage emotional engagement employees so that they want to work hard more than reward which are given by organization. Tyler & Blader (2002) leadership will also increase the positive emotional attitude of employees when a leader gives clear direction to employees and appreciates their efforts. In this case shown in study (Sudha Ramachandran, 2009) that transformational leadership is positively and significantly related with affective commitment.

According to Yukl (2010) Transformational leader followers feel trust, admiration, loyalty, and respect for their leaders and are motivated to do more than initially expected.

This is a long-term process of two-way interaction between a leader and his followers. The level of trust can affect the degree of social sharing and predict the behaviour of followers (M. Podsakoff et al., 1990). If your subordinates believe that you can trust your boss, you can build a harmonious and stable relationship. Happy employees can enthusiastically follow and support leaders and make more efforts to help them achieve their organizational goals (Kong, 2008). From an emotional point of view, they are more attached to leaders and their organizations. Increased emotional involvement from them (2012).

Trust in leadership you can motivate your employees to work efficiently and improve their performance. Organizational civic behaviour. Attention and support from leaders can also encourage employees to contribute to the organization with a positive mind and attitude (Baruch, 1998). Therefore, transformational leadership can increase an employee's emotional attachment to the organization (Colquitt et al., 2019). Trust in leaders has a positive effect on emotional commitment

The Public Prosecutor's Office of the Republic of Indonesia is a state agency that exercises state rights, especially in the field of criminal prosecution. As a law enforcement and judicial body, the Public Prosecutor's Office is elected by the President and headed by the Attorney General, who is responsible for the President. The Prosecutor's Office, the Prosecutor's Office, and the District Public Prosecutor's Office are state powers, especially in the field of law enforcement, all of which form an inseparable unit. See Law No. 16 of 2004, which amended Law No. 16. As of the Indonesian Prosecutor's Office in May 1991, one of the law enforcement agencies, the Prosecutor's Office, is committed to supporting the rule of law, protecting the public interest, supporting human rights, corruption, collusion, and eliminating nepotism. You need to play a role. New Prosecution Law (President of the Republic of Indonesia, 2004).

The Mentawai Islands State Prosecutor's Office is one of the organizational units of the Indonesian Attorney General's Office that carries out the duties and functions of the prosecutor's office in the district/city area that runs the jurisdiction in the Mentawai Islands Regency. It was inaugurated by the Attorney General of the Republic of Indonesia in 2003 and officially carried out the duties and functions

of the Indonesian Attorney General's Office after it was inaugurated. The Mentawai Islands District Prosecutor's Office is led by the Head of the District Attorney's Office assisted by the sub-division of coaching and the head of the divisional section. To seek further improvement of human resources as complete as other resources, regardless of the amount of available resources, no matter how sophisticated the infrastructure owned and used the activities of the company / agency will not run without these skilled workers will run as expected.

In the following, you can see data on the entry and exit of employees of the Mentawai Islands Prosecutor's Office.

Table1. Turnover Data for Civil Servants of the Mentawai Islands Prosecutor's Office for 2017s/d 2021

Year	Number of Outgoing Employees	Total Employees Per year	%
2017	4	30	13%
2018	-	31	0
2019	-	35	0
2020	4	31	12%
2021	-	35	0

Source: Prosecutor's Office, Data processed 2022

Table 1 shows that from 2017 to 2021 the employee turnover rate of the Mentawai Islands Prosecutor's Office was quite high. Because according to (Ridlo, 2016) Turnover rate is considered normal if the percentage is below 10% per year. The Mentawai Islands Prosecutor's Office stated that several factors or causes of turnover in permanent employees were employees resigning due to factors moving out of town to move offices, there was also a school factor to study again. Based on the background of the problem above as well as a brief description of a number of previous research results, the researcher is interested in making an empirical study which is a modification of the research conducted by Hasanati (2002); Adwiyah, Tjahjono, Fauziyah (2016); Hasmarini and Yuniawan (2008), and Han et al (2011). The main purpose of this study was to determine the effect of transformational leadership on affective commitment with trust in the leader as a mediating variable at the Mentawai Islands Attorney's Office.

LITERATURE STUDY

The effect of transformational leadership on affective commitment

Jackson et al., (2013) Transformational leaders have suggested building emotional engagement because they can emotionally motivate employees attraction and Create a vision that challenges employees to work together realizing organizational goals. In this case, it has been proven in Suryadinatha & Rahyuda, (2017) which states that transformational leadership is very influential on affective commitment, and the results of (Tjahjono et al., 2018) stated that transformational leadership has a positive effect on affective commitment.

H1:Transformational Leadership has a positive and significant effect on affective commitment

Transformational Leadership to trust in leaders

This is in accordance with research conducted by Childers, (2009) that transformational leadership is significantly and positively correlated with trust. Likewise, research conducted by Susanto, Adnan (2011) where the results of this study indicate that transformational leadership has a significant effect on trust in

leader. This means that if the transformational leadership in a quality agency, the trust of subordinates to superiors will also increase so that it can improve HR performance.

H2 :Transformational Leadership has a positive and significant effect on Trust in Leaders

Trust in the leader of affective commitment

This is in accordance with research conducted by Dirks & Ferrin (2002) which has found a positive correlation between trust in leaders and affective commitment. Likewise, research conducted by (Suleyman, 2020) where the results of this study indicate that trust in leaders has a significant positive effect on affective commitment. This means that trust in leaders has an increasing role in employee affective commitment.

H3:Trust in Leaders has a positive and significant effect on Affective Commitment

Transformational leadership on affective commitment

This is consistent with research conducted by Pillai et al., (1999) with research conducted. Confidence in leadership leads to positive emotions of employees towards Loyalty To their managers and organizations Emotional attachment relates to Employee emotional attachment, awareness and involvement. Transformative leadership effectively promotes morale (McAllister, 1995). knowledgeable people in the process of Social exchange between managers and employees. Believe in their leader behavior, Subordinates tend to focus on their work and be emotionally obsessed with the organization (McAllister, 1995). In short, trust in leaders can act as an intermediary between leadership and organizational performance.

H4:Trust in Leaders Mediates Transformational Leadership and has a significant effect on Affective Commitment.

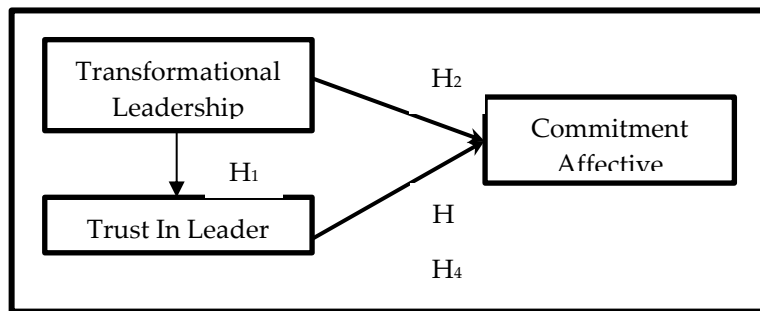


Figure 1. Conceptual Framework

METHOD

According to Indriantoro and Bambang (1999: 115), population is group of people, incident, or something with certain characteristics. Members of the population are called population elements. Population especially comes from a poll with using method Survey as a data collection technique. According to Sugiyono (2018), the sample is part of number whole, Population characteristics. In study this Sample contains whole Mentawai Islands prosecutor’s office 30 employee. According to Suharsimi (2002:11 12), the number is If the population less than 100, the total population better Obtained as sample. Sampling in this study is by total sampling, namely the sample selection method that is applied to all members of the population.

This type of research is a quantitative research. While the data sources used in this study are primary data and secondary data. According to Wiajaya (2013), primary data was obtained from the results of questionnaires distributed to respondents from the Mentawai Islands prosecutor's office. According to Wiajaya (2013) Secondary data is data obtained from sources that publish and are ready to use. Secondary data in this study were obtained from various sources, namely journals, magazines, internet, textbooks that are considered relevant.

In this study, researchers used a questionnaire that will be given to respondents in the form of questions and with a closed system, namely the respondent will choose one alternative answer that given. Researchers also use observation direct to the subject researched or can be formulated as something the process of recording a person's behavior as a subject with incidentor the environment as an object that systematic.

The variables in the study include the dependent variable, the independent variable, and the moderating variable. The independent variable is a variable that is an important goal for researchers to understand and be able to describe its influence (Sekaran & Bougie, 2018). The dependent variable in this study is affective commitment with 13 question items using a Likert scale. While the independent variable is a variable that tries to positively or negatively affect the dependent variable (Sekaran & Bougie, 2018). The independent variable in this study is transformational leadership with 20 question items using a Likert scale. The mediating variable in this study is trust in the leader with 20 question items using a Likert scale.

RESULTS

The characteristics of the respondents needed in this study were based on gender, age, educational background, and years of service of the respondents. A total of 30 respondents were involved in filling this out and all respondents filled in properly so that all data could be processed. Data on the characteristics of respondents can be seen in table 1:

Table 1. Data Characteristics of Respondents

Characteristic	Category	Amount	Percentage
Gender	Male	19	63.33%
	Female	11	36.67%
Age	< 25 years	4	13.33%
	26 - 35 years	15	50.00%
	36 - 45 years	7	23.33%
	46 - 55 years	4	13.33%
	> 56 years	0	0.00%
Last Education	High School	7	23.33%
	Diploma	1	3.33%
	Bachelor degree	15	50.00%
	Postgraduate (S2 & S3)	7	23.33%
Years Of Service	1-5 years	14	46,67 %
	6-10 years	1	3.33%
	11-15 years	5	16.67%
	16-20 year	7	23.33%
	21-25 years	1	3.33%
	26-30 years	1	3.33%
	> 31 years	1	3.33%

To find out the results of research on the effect of transformational leadership on affective commitment with trust in the leader as a mediating variable at the Mentawai Archipelago State Attorney's Office. So from the results of data processing carried out for each research variable, a description is carried out with the aim of describing the proportion of respondents' answers to the research variables as follows:

Table 2. Affective Commitment Frequency Distribution

No	Indicator	Average	TCR	Information
1	Emotional attachment	4.21	84.11%	Tall
2	identification	4.20	84.00 %	Tall
3	Participation	3.91	78.22%	Enough
Accumulated Average Score		4.11	80.00%	Enough

Based on the results of the calculation of the frequency distribution to measure affective commitment, the variables used are 3 indicators with 13 question items showing an average accumulated score of 4.11 with a TCR of 80.00% where this value is categorized as sufficient. Thus, it can be concluded that affective commitments such as emotional attachment, identification, participation of the Mentawai Islands state prosecutor's office are sufficient and still need to be improved.

Table 3. Transformational Leadership Frequency Distribution

No	Indicator	Average	TCR	Information
1	Idealized Influence	4.24	84.89%	Tall
2	Inspirational Motivation	4.21	84.83%	Tall
3	Intellectual Stimulation	4.00	80.00%	Enough
	Individualized			
4	Considerations	3.99	79.83%	Enough
Accumulated Average Score		4.11	82.25%	Tall

Based on the results of the calculation of the Frequency distribution for measuring transformational leadership The variables used are four indicators with 20 questions, showing the cumulative score and average score of 4.11 for respondents' achievement level (TCR) of 82.25%. , Values are included in the maximum score category. This is a conversion leadership variable at the Mentawai Archipelago State Prosecutor's Office is already high, it needs to be maintained and could be further improved by the Mentawai Archipelago State Attorney's Office leadership.

Table 4: Frequency Distribution of Trust in Leaders

No	Indicator	Average	TCR	Information
1	Benevolence	4.09	81.73%	Tall
2	Integrity	4.01	80.27%	Enough
3	Predictability	3.93	78.53%	Enough
4	Competence	4.19	83.73	Tall
Accumulated Average Score		4.05	81.07%	Tall

Based on the results of the calculation of the frequency distribution to measure trust in the leader, the variables used are 4 indicators with 20 question items showing the accumulation of the average score 4.05 with a score and respondent achievement level (TCR) of 81.07% where the value is included in the high category. This indicates that the transformational leadership variable at the Mentawai Archipelago State Prosecutor's Office is already high, it needs to be maintained and can be further improved by the Mentawai Archipelago State Attorney's Office leadership.

Validity test is used to measure whether a questionnaire is valid or not. The validity test on the research instrument was carried out using the SPSS Version 25 program. The validity test carried out on the research instrument showed that all instruments were declared valid and worthy to be used as part of the instrument. Then for the reliability test, it is stated that all instruments are reliable to proceed to the

next process and the normality test that can be used is the One Sample Kolmogorov-Smirnov test by looking at the significance of the normal residuals and the data obtained are normally distributed.

The results of the analysis with the Sobel test showed that the statistical value (z-value) for the influence of the trust variable in the leader as a mediating variable between the transformational leadership variable and affective commitment was 4.28040453, and significant on Two-tailed probability with number 0.0001866. Because z-value > 1.96 or p-value < = 0.05, it can be concluded that the indirect effect is significant. In line with previous findings using the causal step method, the mediation hypothesis is supported.

The effect of transformational leadership on affective commitment

The results of the analysis of the distribution of the transformational leadership variable with the total average score of the transformational leadership variable is 4.11 with a TCR of 82.25% in the high category, which means that transformational leadership at the Mentawai Archipelago State Prosecutor's Office must be maintained by the Mentawai Archipelago State Attorney's Office leader. While the results of the analysis of the distribution of affective commitment variables with an average score of 4.11 with a TCR of 80.00% in the sufficient category, This means the emotional involvement of employees at the Mentawai Islands State Attorney's Office is still low and needs to be improved again.

Based on data analysis, transformational leadership has a positive and significant effect on the affective commitment of the Mentawai Islands State Attorney at a significance of $0.000 < 0.05$. This means that the first hypothesis which states that transformational leadership has a positive effect on affective commitment is accepted. This means that the higher the transformational leadership of the Mentawai Islands State Attorney's Office, the higher the affective commitment of the employees.

This finding is also reinforced by researchers conducted by Jackson et al., (2013) Jackson et al (2013) suggesting that transformational leaders build affective commitment because they can motivate employees through emotional attraction and create a vision, challenging employees to work together in realizing organizational goals. In this case, it has been proven in Suryadinatha's research (2017) which states that transformational leadership greatly influences affective commitment, and the results of Tjahjono et al's research (2018) state that transformational leadership has a positive effect on affective commitment.

Transformational Leadership to trust in leaders

The results of the analysis of the distribution of the transformational leadership variable with the total average score of the trust in the leader variable is 4.11 with a TCR of 82.25% in the high category, which means transformational leadership at the Mentawai Archipelago State Prosecutor's Office, which means that the leader of the Mentawai Islands State Attorney's Office must maintain it. While the results of the distribution analysis of the trust variable in the leader with an average score of 4.05 with a TCR of 81.07% in the high category, which means that trust in the leader of the Mentawai Islands State Attorney's Office is maintained.

Based on statistics analysis, transformational management has a wonderful and enormous impact on believe withinside the chief of the Mentawai Islands State Attorney's Office. This approach that the The 2d speculation that transformational management has a wonderful impact on believe in leaders is accepted. This approach that the better the transformational management of the Mentawai Islands nation prosecutor's office, the greater believe withinside the chief can be increased.

This result is also confirmed by the tests run by Childers WH (2009) that transformational leadership is significantly and positively correlated with trust. Likewise, research conducted by Susanto, Adnan Budi (2011) where the results of this study indicate that transformational leadership has a significant effect on trust. on the leader. This means that if the transformational leadership in a quality agency, the trust of subordinates to superiors will also increase so that it can improve HR performance.

Trust in the leader of affective commitment

The results of the distribution analysis of the trust variable in the leader with the total average score of the transformational leadership variable is 4.05 with a TCR of 81.07 in the high category, which means that trust in the leader in the Mentawai Archipelago State Prosecutor's Office needs to be maintained and still further improved. While the results of the analysis of the distribution of the affective commitment variable with an average score of 4.11 with a TCR of 80.00% in the sufficient category, it means that the affective commitment of the Mentawai Islands State Attorney's Office is low and needs to be improved.

Based on data analysis, trust in leaders has been shown to Has a positive and significant impact on emotional involvement of Mentawai Islands prosecutors with a significance of $0.000 < 0,05$. This accepts the third hypothesis that trust in leaders has a positive effect on emotional commitment.

So it can be concluded that if the trust in the leader felt by the public prosecutor's office Mentawai Islands is getting better, it will have an impact on the high affective commitment of employees. opinions and get promotions, the perceived support of superiors and co-workers who support in creating a more conducive and better work environment, this can increase employee commitment to work to advance the organization.

This is in accordance with research conducted by Dirks (2002) which has found a positive correlation between trust in leaders and affective commitment. Likewise, research conducted by Suleyman (2020) where the results of this study indicate that trust in leaders has a significant positive effect on affective commitment. This means that trust in leaders has an increasing role in employee affective commitment.

Transformational leadership to affective commitment through trust in the leader

The results of the analysis of the distribution of the transformational leadership variable with the total average score of the transformational leadership variable is 4.11 with a TCR of 82.25% in the high category, which means that transformational leadership at the Mentawai Archipelago State Prosecutor's Office must be maintained by the Mentawai Archipelago State Attorney's Office leader. While the results of the analysis of the distribution of affective commitment variables with Average score with TCR of 4.11 80.00% in the sufficient category, which means that the affective commitment of employees at the Mentawai Islands State Attorney's Office is still low and needs to be improved again.

The results of the distribution analysis of the trust variable in the leader with the total average score of the transformational leadership variable is 4.05 with a TCR of 81.07 in the high category, which means that trust in the leader in the Mentawai Archipelago State Prosecutor's Office needs to be maintained and still further improved.

Based on the results of data analysis shows Its transformative leadership directly and indirectly influences employees' emotional commitments. Judging from the results of the data analysis, transformational leadership has a positive and significant effect on the affective commitment of the Mentawai Archipelago State Attorney's Office. This shows that transformational leadership can have a direct effect on the affective commitment of the Mentawai Archipelago State Attorney's Office. This means that transformational leadership to high-ranking employees will also increase the affective commitment of the Mentawai Islands state prosecutor's office. Work transformational leadership also indirectly affects the affective commitment of employees, namely through trust in the leader.

This is consistent with research conducted by Pillai (1999) with research conducted. Confidence in leadership leads to employees' positive feelings towards their boss and loyalty to the organization. Emotional commitment refers to emotional attachment, awareness, and employee participation. Transformative leadership effectively promotes morally competent people in the process of social exchange between leaders and employees. Subordinates who believe in leadership tend to focus on their work and be emotionally attached to the organization.

CONCLUSION

1. The transformational leadership of the Mentawai Islands public prosecutor's office has a positive effect on emotional commitment Mentawai Islands state prosecutor's office. This shows

that high employee transformational leadership can encourage or increase employee affective commitment.

2. The transformational leadership of the Mentawai Archipelago State Prosecutor's Office has a positive and important impact on self-confidence Mentawai Archipelago State Attorney's leadership. This means that transformational leadership to high employees can increase trust in leaders at work.
3. Trust in the leader of the Mentawai Archipelago State Attorney's Office Positive and significant impact on emotional engagementMentawai Archipelago State Attorney's Office. This shows that the high Mentawai Archipelago State Attorney can encourage or Increase the emotional commitment of employees.
4. Trust in the leader partially mediates Effect of transformational leadership on affective commitment of the Mentawai Islands public prosecutor's office. This means that the influence of transformational leadership on employees' affective commitment can have a direct and indirect effect through trust in the leader. Transformational leadership has a direct effect on the affective commitment of the Mentawai Archipelago State Attorney's Office. This means that the higher the transformational leadership perceived by the employee, the higher the employee's affective commitment. Meanwhile, transformational leadership also indirectly affects the affective commitment of employees through trust in the leader.

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