

The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Affective Commitment (A Case Study of Employees at STIE APRIN Palembang)

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Abstract

The purpose of this study is to identify and analyze the influence of each variable—both individually and simultaneously—on affective commitment among employees at STIE APRIN. The research sample consisted of 52 respondents who are employees of STIE APRIN, selected using a saturated sampling technique. A quantitative approach was applied, based on positivist philosophy and aimed at collecting numerical data from the field. The data were analyzed using multiple linear regression analysis. The t-test results showed that: (1) transformational leadership style has a significant effect on affective commitment ($p = 0.003$); (2) work motivation has a significant effect on affective commitment ($p = 0.013$); (3) work discipline does not have a significant effect on affective commitment ($p = 0.058$). Meanwhile, the coefficient of determination (R^2) test showed that simultaneously, the three variables explain 47.8% of the variation in affective commitment, while the remaining percentage is influenced by other variables not included in this study.

Keywords: Transformational Leadership Style, Work Motivation, Work Discipline, Affective Commitment

A. INTRODUCTION

In today's era of disruption and digital transformation, organizations are required to adapt quickly and strategically to remain competitive, including higher education institutions. Human resources (HR) are the main asset in supporting the sustainability and development of institutions. One important indicator for assessing HR quality is **“affective commitment”**, which refers to an individual's emotional attachment, identification, and involvement with the organization where they work. This type of commitment is essential, as it forms the foundation of employee loyalty, job satisfaction, and productivity (Susanti et al., 2021).

Affective commitment can be shaped by various internal organizational factors, one of which is **“leadership style”**. Transformational leadership is a relevant approach in dealing with modern organizational changes and dynamics. Transformational leaders not only direct but also inspire, foster innovation, and address the individual needs of their subordinates. Recent studies show that transformational leadership has a significantly positive impact on enhancing employee commitment, especially within educational institutions (Putri & Sari, 2020; Prasetyo & Arifin, 2022).

In addition to leadership, **“work motivation”** plays an important role in shaping employee attitudes and commitment. Motivation derived from within (intrinsic motivation) and from external factors (extrinsic motivation) can increase work enthusiasm, initiative, and emotional involvement in the organization. Research by Firmansyah and Nurlela (2021) indicates that high work motivation is closely related to increased affective commitment, as employees perceive their work as meaningful and aligned with personal values.

The factor of **“work discipline”** also cannot be overlooked. Discipline reflects compliance with rules and a sense of responsibility toward one's job. In the context of educational institutions, employee discipline represents the overall professionalism of the institution. A study by Lestari and Rachmawati (2020) shows that a good level of work discipline directly enhances satisfaction and affective commitment, as employees feel they are working in a fair and structured environment.

Sekolah Tinggi Ilmu Ekonomi (STIE) APRIN Palembang, as one of the private higher education institutions in South Sumatra, is currently striving to improve its institutional competitiveness through both educational quality enhancement and human resource management development. In this development process, employee involvement and affective commitment serve as key pillars. Therefore, this study is essential to examine the extent to which **“transformational leadership style, work motivation, and work discipline”** influence affective commitment among employees at STIE APRIN Palembang (Yuliana et al., 2023).

LITERATURE REVIEW

According to Habibi (2022), management is a process that combines the principles of science and art to implement the functions of planning, organizing, directing, and controlling work

involving a group of people by utilizing resources and production factors to effectively and efficiently achieve organizational goals.

Iskandar (2022) explains that human resource management is a field of knowledge and skills that governs the interaction and contribution of labor, aiming to support the achievement of goals within the company, for employees, and for society effectively and efficiently. Human resource management plays a role in ensuring that people are in the right place and role to achieve common goals, both for the organization and the individual.

According to Mizan (2020), affective commitment is the level of an employee's emotional attachment to the company, where they feel happy to be part of the organization, trust the company, and feel that their identity is closely connected to it. Sugiyanto et al. (2021) add several signs of affective commitment, such as career satisfaction, viewing organizational problems as personal issues, emotional involvement in the company, and feeling like part of the organization's "family."

A key role in shaping organizational culture and influencing employees' emotional commitment is played by transformational leaders (Hajarani et al., 2020). Transformational leaders provide inspiration, values, and strong leadership examples that positively strengthen employees' affective commitment. They inspire, motivate, and empower employees to achieve shared goals. This creates a positive organizational culture where employees feel happy and enthusiastic about their work. By understanding the characteristics, impact, and indicators of transformational leadership style, organizations can develop leaders capable of enhancing affective commitment and achieving sustainable success.

According to Harahap et al. (2019), work motivation is a series of individual needs that drive them to take action to fulfill those needs. Meanwhile, Pragiwani et al. (2020) define work motivation as a tool to achieve company-set goals, with two main aims: for oneself and for shared goals. Work motivation is defined as a psychological process triggered by internal and external elements of a person, encouraging them to perform work tasks optimally, enabling the achievement of company objectives and targets.

Work discipline can be defined as the attitude, behavior, and actions of a person in carrying out their duties by adhering to existing rules and norms, not due to pressure or coercion, but done with full awareness and willingness. Ginting (2020) states that work discipline is a form of employee training aimed at enhancing knowledge, attitudes, and behavior so that they voluntarily seek to work collaboratively with other employees.

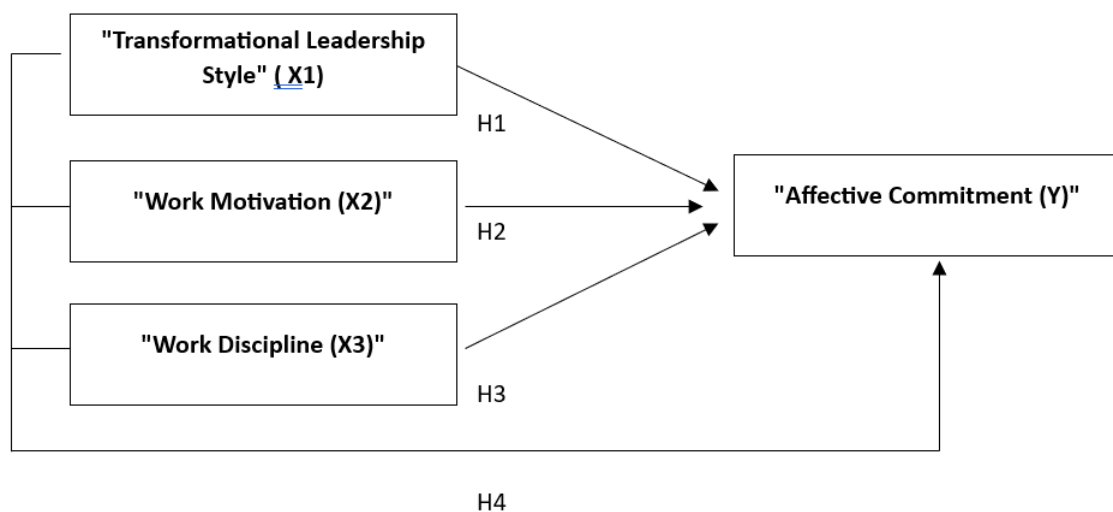
B. METHODOLOGY

The method used in this study is a survey method with a quantitative approach. This method was chosen because it aligns with the research objectives and allows for efficient, objective, and generalizable data collection and analysis. The population of this study includes all employees at STIE APRIN, totaling 52 individuals. The use of total sampling was employed to obtain more complete and accurate data from the entire population of employees at STIE APRIN.

A questionnaire was used as the instrument to measure the research variables. Prior to distribution, validity and reliability tests were conducted to ensure the accuracy and precision of the instrument in measuring the research objects. These tests are essential to confirm that the questionnaire is capable of producing accurate and reliable data. The data analysis techniques used in this study include classical assumption tests, multiple linear regression analysis, t-test, F-test, and the coefficient of determination (R^2).

Picture 1

"Conceptual Framework"

**Description:**

- Independent Variables:
 - Transformational Leadership Style (X1)
 - Work Motivation (X2)
 - Work Discipline (X3)
- Dependent Variable:
 - Affective Commitment (Y)

C. RESULTS AND DISCUSSION**1. Validity Test**

Based on the calculation where the value of r calculated $> r$ table, with the r table value at 0.005, it can be concluded that all statements in each variable are declared valid. The validity test is an essential step in this research to ensure that the instrument used—namely the questionnaire—is capable of accurately measuring the intended variables. The results of the validity test show that the statements in the questionnaire are proven to be valid, thus they can be trusted to produce accurate and reliable data.

2. Reliability Test

The results of the reliability test show that the r calculated $> r$ table for all variables, such as transformational leadership style (0.616), work motivation (0.651), work discipline (0.702), and affective commitment (0.655). Among these variables, work discipline has the highest reliability value (0.702). This indicates that the research instrument, namely the questionnaire completed by the respondents, has a high level of reliability to support the research findings.

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,57996801
	Absolute	,069
Most Extreme Differences	Positive	,069
	Negative	-,055
Kolmogorov-Smirnov Z		,500
Asymp. Sig. (2-tailed)		,964

Based on the table above, it can be seen that the research data has an Asymp. Sig (2-tailed) value of 0.964, which is greater than 0.05. Therefore, it can be concluded that the research data are normally distributed.

Heteroscedasticity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,647	2,595		-1,020	,313
X1	-,027	,073	-,054	-,364	,718
X2	,093	,082	,201	1,142	,259
X3	,064	,087	,128	,736	,465

The results in the table above show that the probability values for each variable are as follows: transformational leadership style is $0.718 > 0.05$, work motivation is $0.259 > 0.05$, and work discipline is $0.465 > 0.05$. Based on the assumption that a probability value greater than 0.05 indicates the absence of heteroscedasticity, it can be concluded that in this study, variables X1, X2, and X3 do not exhibit heteroscedasticity, as the significance values shown in the table are all above 0.05.

Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-1,903	4,319		-,441	,661		
X1	,388	,122	,344	3,177	,003	,875	1,143
X2	,350	,136	,330	2,570	,013	,622	1,608
X3	,280	,144	,246	1,946	,058	,638	1,568

From the table above, it can be seen that the tolerance and VIF values for the transformational leadership style variable are $0.875 > 0.1$ and $1.143 < 10$, respectively. Therefore, it can be concluded that this variable passes the multicollinearity test. For the work motivation variable, the tolerance value is $0.622 > 0.1$ and the VIF value is $1.608 < 10$, indicating that it also passes the multicollinearity test. Likewise, the work discipline variable has a tolerance value of $0.638 > 0.1$ and a VIF value of $1.568 < 10$, leading to the conclusion that this variable also passes the multicollinearity test.

Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,903	4,319		-,441	,661
1 X1	,388	,122	,344	3,177	,003
X2	,350	,136	,330	2,570	,013
X3	,280	,144	,246	1,946	,058

$$Y = \alpha + \beta X1 + \beta X2 + \beta X3 + e$$

$$Y = 1,903 + 0,388 + 0,350 + 0,280 + e$$

Based on the table above, it can be explained that the constant value is -1.903. This indicates that if there are no variables such as transformational leadership style, work motivation, and work discipline, the value of affective commitment would be -1.903 units. The results of this study suggest that the regression test is suitable for predicting affective commitment.

1. Partial Test (t-test)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,903	4,319		-,441	,661
X1	,388	,122	,344	3,177	,003
X2	,350	,136	,330	2,570	,013
X3	,280	,144	,246	1,946	,058

Supriyatno

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1. The first hypothesis indicates that transformational leadership style has a positive and significant effect on affective commitment. This is based on the research results showing a significance value ($\text{sig.} = 0.003 < 0.05$). Therefore, it can be concluded that transformational leadership style is an important factor influencing the affective commitment of employees at STIE APRIN.
2. The second hypothesis, as shown in the table above, demonstrates that work motivation has a positive and significant effect on affective commitment, with a significance value ($\text{sig.} = 0.013 < 0.05$). Based on this result, it can be concluded that work motivation influences the affective commitment of employees at STIE APRIN.
3. The third hypothesis, as presented in the table above, shows that the work discipline variable does not have a positive and significant effect on affective commitment, with a significance value ($\text{sig.} = 0.058 > 0.05$). Therefore, it can be stated that work discipline does not influence the affective commitment of employees at STIE APRIN.

2. Simultaneous Test (F-test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	131,920	3	43,973	16,579	,000 ^b
Residual	127,311	48	2,652		
Total	259,231	51			

Based on the table, it can be explained that the calculated F-value is 16.579 with a significance value of 0.000, which is less than 0.05. This means the significance level is below 5%, indicating that all the variables—transformational leadership style, work motivation, and work discipline—collectively have a significant effect on affective commitment among employees at STIE APRIN.

3. Coefficient of Determination Test (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,713 ^a	,509	,478	1,62859

Based on the data above, it can be explained that the coefficient of determination (R^2) is 0.478. This means that the R^2 value is 0.478 or 47.8%. From this data, it can be concluded that transformational leadership style, work motivation, and work discipline simultaneously influence affective commitment among employees at STIE APRIN. The remaining 52.2% ($100\% - 47.8\%$) is influenced by other variables not included in this study.

D. CONCLUSION

1. Conclusion

- a. The results of the multiple regression analysis show that the *t*-test produces a significance value of 0.003, which is lower than the threshold value of 0.05. This indicates that transformational leadership style has a significant effect on affective commitment. This finding suggests that employees perceive transformational leadership as an important factor in the organizational context.
- b. Based on the partial test (*t*-test) and multiple regression analysis, the significance value is $0.013 < 0.05$, indicating that work motivation has a significant influence on affective commitment. This result confirms that employees tend to regard work motivation as an important factor that affects their level of commitment to the organization. Highly motivated employees are more committed to the company's goals and can be more easily directed toward achieving them.
- c. After conducting the multiple regression analysis and *t*-test, it was found that the significance value is 0.058, which is higher than the threshold of 0.05. Therefore, it can be stated that work discipline does not have a significant effect on affective commitment. This finding suggests that for some employees, work discipline is not considered a crucial factor in determining their level of job commitment. A lack of discipline among some employees can hinder the organization from achieving optimal results, as poor discipline may obstruct the accomplishment of company goals.
- d. Based on the multiple regression analysis using the simultaneous (*F*) test, it was found that the calculated *F* value is 16.579 with a significance value of 0.000. Since this value is lower than the 0.05 threshold, it can be concluded that, simultaneously, transformational leadership style, work motivation, and work discipline have a positive and significant effect on affective commitment among employees at STIE APRIN.
- e. The coefficient of determination (R^2) shows a value of 0.478 or 47.8%. This means that transformational leadership, work motivation, and work discipline simultaneously influence affective commitment by 47.8%, while the remaining 52.2% may be influenced by other factors not included in this study.

2. Suggestions

- a) The organization should enhance transformational leadership practices to achieve its desired vision and mission, as it has been proven to significantly influence employees' affective commitment. Leadership training focusing on inspiration, motivation, and employee empowerment is highly recommended.
- b) The organization should develop incentive programs, rewards, and recognition for employee achievements to improve work motivation, as it significantly affects affective commitment.
- c) The organization needs to maintain work discipline standards through clear and consistent policies, and ensure that all employees understand and follow these rules, even though discipline did not show a significant effect on affective commitment.

- d) To improve overall affective commitment, the organization must manage variables such as transformational leadership, work motivation, and work discipline, as all have shown a significant influence. Developing comprehensive employee development programs can help achieve optimal goals.
- e) The organization can use this model for further analysis, such as forecasting and strategic decision-making, with a high level of confidence in the validity of the analysis results

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