

## TRANSFORMATIONAL LEADERSHIP ANALYSIS OF PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS MEDIATION AT PT. MELIA SEHAT SEJAHTERA MEDAN

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### Abstract

*This research aims to analyze the relationship between transformational leadership, organizational commitment, and member performance at PT Melia Sehat Sejahtera, Medan. The method used is an associative method with a quantitative approach, which aims to examine the relationship between variables with a research population of 300 members, using a sample of 172 members. The data analysis technique used is Structural Equation Modeling with Partial Least Square (SEM-PLS). The research results show that transformational leadership has a significant influence on organizational performance. Apart from that, transformational leadership also contributes significantly to team member commitment. The commitment of team members themselves has been proven to have a very significant influence on performance. Path analysis shows that the combination of transformational leadership and team member commitment has a significant impact on performance, indicating that team member commitment mediates the relationship between transformational leadership and performance.*

**Keywords:** *Transformational Leadership, Performance, Organizational Commitment*

### 1. INTRODUCTION

Organizations are social entities that are consciously coordinated with identifiable reactive boundaries, working continuously to achieve goals (Robbins, 2016). MLM companies face a number of member performance problems that affect the overall business dynamics. Some members face challenges adapting to the MLM business model, a lack of understanding of network marketing strategies, or a lack of skills necessary to succeed in the environment. A common problem is the inability to recruit and retain new members, which can slow network growth. In addition, a low level of success in achieving sales or recruitment targets can be caused by a lack of motivation or support from leaders (Amiruddin, 2021). Performance problems arise when leadership does not demonstrate the necessary transformational traits. Leadership that does not motivate or inspire its members to reach their maximum potential can result in stagnant or even declining performance. Leadership that is not transformational tends to focus on command and control, does not consider personal development, and lacks the necessary support for team members. As a result, members lose motivation, feel unappreciated, and are less motivated to achieve sales targets or expand their network.

Without strong encouragement from leadership to lead by good example, create an inclusive work culture and build sustainable relationships with team members, MLM companies risk experiencing a decline in overall performance. Therefore, it is important for MLM companies to prioritize the development of transformational leadership to overcome performance problems and ensure sustainable growth. Transformational leadership is a style of leader who pays attention to the problems faced by his followers and the development needs of each follower by providing enthusiasm and encouragement to achieve his goals (Pracoyo, 2022). Leadership problems that often occur include several negative aspects that impact performance. One of the main problems is the tendency of leaders to use their position unethically or for personal gain, rather than for the benefit of the entire team or company. This can include practices such as using manipulation, deception, or excessive pressure to impose their will on team members.

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Furthermore, a lack of transparency and poor communication on the part of leadership can create uncertainty among team members. When members are not given enough information or are not given a clear understanding of the company's goals and direction, it can result in confusion, distrust, and instability within the team. To overcome this problem, it is important for MLM companies to focus on building strong relationships with members, providing adequate training and support, and providing attractive incentives to increase members' level of commitment and involvement in the organization. In this way, companies can overcome performance declines and create an environment where members feel motivated and committed to achieving success together. Problems that often arise in organizations involve conflicts between members and leaders, lack of communication, dissatisfaction with policies, or differences in views regarding the organization's vision and goals. This phenomenon can be detrimental to the productivity and overall well-being of the organization. To overcome this problem, a comprehensive approach is often needed involving human resource management, team development, and improving internal communications (Kaswati, 2020).

In managing an organization that is right on target if the management is able to achieve the goals that have been set. Apart from that, strategies for facing competition also need to be developed so that the organization has a competitive advantage in facing business competition. One of the newest and popular approaches to leadership that has been the focus of much research is the transformational approach (Malonda, 2022). Departing from the problems above, problems that often occur at PT Melia Sehat Sejahtera include the low quality of tasks given to members so that tasks given by the leader are not delivered as they should be, there are members who do not understand the directions given by the leader. leaders, this is due to the lack of leaders and members holding meetings both formally and informally which will indirectly stimulate / activate leaders / members regarding the desires of each party. There is still a lack of opportunities for leaders to hold regular meetings as a means of evaluating each member's work. Leaders do not help members in mentoring, creating turnover so that the leader's turnover decreases.

There is still a lack of awareness of leaders teaching members so that members do not understand the tasks given so that the leader's targets are not achieved (Munajim, 2019). PT Melia Sehat Sejahtera is a company engaged in the Multilevel Marketing business which was founded in 2003. For more than 10 years this company has been established and always grows better every year. PT Melia Sehat Sejahtera offers a large income to each member so that members can build a much better life for their success. PT Melia Sehat Sejahtera is also led by Group Leaders who have the character of strong leaders, who continue to accompany and teach all members to achieve success together towards a better life. This research uses PT Melia Sehat Sejahtera as the research location. To make sales easier and make it easier for members to get profits, PT Melia Sehat Sejahtera provides 2 types of packages, namely the Silver Package and the Gold Package. The Silver Package is sold for IDR 400,000 per package, while the Gold Package is sold for IDR 1,000,000 per package. In initial observations, member performance data was found in the form of product sales at the PT Melia Sehat Sejahtera stockist in Medan city from January 2022 to December 2022.

Table 1.1 Total Product Sales to PT Melia Sehat Sejahtera Stockists, Medan City (2018 - 2022)

<b>Years</b>	<b>Gold Sales</b>	<b>Silver Sales</b>	<b>Total Sales</b>
2018	Rp 1.054.970.000	Rp 241.487.000	Rp 1.296.457.000
2019	Rp 609.415.000	Rp 38.951.000	Rp 648.366.000
2020	Rp 400.835.000	Rp 7.331.000	Rp 437.230.000
2021	Rp 1.411.715.000	Rp 128.287.500	Rp 1.540.002.500
2022	Rp 4.912.395.000	Rp 297.307.000	Rp 5.209.702.000
<b>Total</b>	<b>Rp 8.389.330.000</b>	<b>Rp 713.363.500</b>	<b>Rp 9.131.757.500</b>

Table 1.1 presents sales data from 2018 to 2022 showing significant fluctuations in sales of Gold and Silver products, as well as total sales of both products. In 2018, sales of Gold products reached IDR 1,054,970,000 and Silver products IDR 241,487,000, resulting in total sales of IDR 1,296,457,000.

However, in 2019, sales experienced a sharp decline, with Gold sales dropping to IDR 609,415,000 and Silver only reaching IDR 38,951,000, resulting in total sales decreasing to IDR 648,366,000. This downward trend continued into 2020, where Gold sales dropped further to IDR 400,835,000 and Silver to only IDR 7,331,000, resulting in total sales of IDR 437,230,000, which was the lowest point in the five years. However, in 2021, there was a significant recovery in sales, with Gold reaching IDR 1,411,715,000 and Silver at IDR 128,287,500, bringing total sales to IDR 1,540,002,500. 2022 saw a major surge in sales, with Gold sales reaching IDR 4,912,395,000 and Silver at IDR 297,307,000, resulting in total sales of IDR 5,209,702,000, the highest figure in the five-year period. During the five-year period, total sales for Gold products reached IDR 8,389,330,000 and for Silver at IDR 713,363,500, bringing total sales to IDR 9,131,757,500. Overall, Gold products contributed more than Silver products, accounting for around 91.17% of total sales over the five years.

## LITERATURE REVIEW

### Transformational leadership

Attitudes or actions carried out by leaders in an effort to develop members' skills and confidence.

### Organizational Commitment

Is the level of trust, loyalty and attachment of PT members. Melia Healthy and Prosperous

### Performance

It is the quality and quantity of work results achieved by a member in carrying out his duties in accordance with the responsibilities given to him

## 2. RESEARCH METHODS

### Types of research

The type of research used in this research is an associative method with a quantitative approach. The definition of the associative method is a research problem formulation which aims to ask about the relationship between two or more variables (Sugiyono, 2019).

### Place and time of research

The place for carrying out this research is at PT Melia Sehat Sejahtera, which is located on Jl. Menteng VII No.79 E, Medan Tenggara, Kec. Medan Denai, North Sumatra.

### Data Types and Sources

Data sources are anything that can provide information about related research. The data used in this research uses two types of data sources, namely primary data and secondary data.

### Population and Sample

#### Population

The population in this study was aimed at members at PT Melia Sehat Sejahtera, totaling 300 people.

#### Sample

Based on Slovin's calculations, a value of 171.42 was obtained, which was rounded up to 172, which means that the number of samples that will be used in this research is 172 members of PT. Melia Healthy and Prosperous in Medan City.

**3. RESULTS AND DISCUSSION**

**Testing Measurement (Outer) Model**

a. *Convergent Validity*

**Table 3.1** Outer loadings value (Measurement Model)

	<i>Outer loadings</i>
KIN1 <- Performance	0.866
KIN2 <- Performance	0.719
KIN3 <- Performance	0.893
KIN4 <- Performance	0.793
KIN5 <- Performance	0.837
KIN6 <- Performance	0.926
KIN7 <- Performance	0.907
KIN8 <- Performance	0.878
KO1 <- Member Commitment	0,887
KO2 <- Member Commitment	0,796
KO3 <- Member Commitment	0,845
KO4 <- Member Commitment	0,926
KO5 <- Member Commitment	0,905
KO6 <- Member Commitment	0,893
KO7 <- Member Commitment	0,916
KT1 <- Transformational Leadership	0,838
KT10 <- Transformational Leadership	0,882
KT11 <- Transformational Leadership	0,857
KT2 <- Transformational Leadership	0,808
KT3 <- Transformational Leadership	0,827
KT4 <- Transformational Leadership	0,848
KT5 <- Transformational Leadership	0,821
KT6 <- Transformational Leadership	0,778
KT7 <- Transformational Leadership	0,850
KT8 <- Transformational Leadership	0,840
KT9 <- Transformational Leadership	0,792

b. *Discriminant Validity*

**Table 3.2** Discriminate Validity Values (Cross loading)

	<b>Transformational leadership</b>	<b>Performance</b>	<b>Member Commitment</b>
<b>KIN1</b>	0.862	<b>0.866</b>	0.840
<b>KIN2</b>	0.662	<b>0.719</b>	0.649
<b>KIN3</b>	0.857	<b>0.893</b>	0.887
<b>KIN4</b>	0.675	<b>0.793</b>	0.796
<b>KIN5</b>	0.744	<b>0.837</b>	0.845
<b>KIN6</b>	0.882	<b>0.926</b>	0.926
<b>KIN7</b>	0.883	<b>0.907</b>	0.905
<b>KIN8</b>	0.873	<b>0.878</b>	0.893
<b>KO1</b>	0.857	0.893	<b>0.887</b>
<b>KO2</b>	0.675	0.793	<b>0.796</b>
<b>KO3</b>	0.744	0.837	<b>0.845</b>
<b>KO4</b>	0.882	0.926	<b>0.926</b>
<b>KO5</b>	0.883	0.907	<b>0.905</b>
<b>KO6</b>	0.873	0.878	<b>0.893</b>

	Transformational leadership	Performance	Member Commitment
<b>KO7</b>	0.894	0.880	<b>0.916</b>
<b>KT1</b>	<b>0.838</b>	0.786	0.777
<b>KT10</b>	<b>0.882</b>	0.860	0.859
<b>KT11</b>	<b>0.857</b>	0.851	0.843
<b>KT2</b>	<b>0.808</b>	0.721	0.734
<b>KT3</b>	<b>0.827</b>	0.805	0.798
<b>KT4</b>	<b>0.848</b>	0.773	0.793
<b>KT5</b>	<b>0.821</b>	0.787	0.770
<b>KT6</b>	<b>0.778</b>	0.733	0.720
<b>KT7</b>	<b>0.850</b>	0.826	0.824
<b>KT8</b>	<b>0.840</b>	0.790	0.788
<b>KT9</b>	<b>0.792</b>	0.705	0.715

c. Composite Reliability

**Table 3.3 Composite Reliability and Cronbach's Alpha values**

	Cronbach's alpha	Composite reliability (rho_a)
Transformational leadership	0,955	0,957
Performance	0,946	0,952
Member Commitment	0,952	0,955

**Structural (Inner) Model Testing**

a. R-Square

Table 3.4 R-squared value

	R-square
<b>Performance</b>	0.983
<b>Member Commitment</b>	0.892

Based on the results of the inner model, it shows that the r-squared value for the endogenous variable, namely performance, is categorized as moderate with a value of 0.983, which means that the influence of exogenous variables on endogenous variables is 98.3% while the remaining 1.7% is explained by other variables outside this research.

**Research Hypothesis Testing**

Table 3.5 Path Coefficient Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Transformational Leadership -&gt; Performance</b>	0.096	0.094	0.033	2,918	0.004
<b>Transformational Leadership -&gt; Member Commitment</b>	0.945	0.945	0.011	89,247	0,000
<b>Member Commitment -&gt; Performance</b>	0.900	0.902	0.032	28,472	0,000

From the data presented, we can conclude that the presence of Transformational Leadership has a significant impact on member performance, with a regression coefficient of 0.096 (P value = 0.004). Apart from that, Transformational Leadership also makes a huge contribution to Member Commitment, with a regression coefficient reaching 0.945 (P value = 0.000). On the other hand, Member Commitment also shows a very significant influence on Performance, with a regression coefficient of 0.900 (P value =

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0.000). This indicates that both Transformational Leadership and Member Commitment have an important role in improving member performance, and both are positively related to each other.

Table 3.6 Specific Indirect Effects Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Transformational Leadership -> Member Commitment -> Performance	0.851	0.852	0.032	26,720	0,000

From table 3.6, we can conclude that Transformational Leadership followed by Member Commitment has a very significant influence on member performance, with a regression coefficient of 0.851. The very low P value (0.000) indicates that this relationship has strong statistical significance. This shows that the combination of Transformational Leadership and Member Commitment together has a big impact in improving member performance.

**DISCUSSION**

**1. The Influence of Transformational Leadership on Performance**

From data analysis carried out using the Partial Least Square (PLS) technique based on the data presented, it can be concluded that transformational leadership has a positive and significant influence on organizational performance. These findings are consistent with literature which shows that a leadership style that is inspiring, motivating, and builds strong relationships can improve overall performance. Avolio's (2019) research also supports these findings, finding that transformational leadership is positively related to employee performance. The test results show that the presence of transformational leadership has a significant impact on member performance, with a regression coefficient of 0.096 (P value = 0.004).

This confirms that leaders who are able to inspire and motivate their subordinates to achieve their best potential tend to improve the overall performance of the organization. In addition, the research results also show that transformational leadership contributes significantly to team member commitment. Another study conducted by Bass (2020) also emphasized that leaders who practice a transformational leadership style tend to create a work environment that motivates subordinates to commit to organizational goals. In this case, the research found that the contribution of transformational leadership to member commitment was very large, with a regression coefficient reaching 0.945 (P value = 0.000).

Furthermore, member commitment has also been proven to have a very significant influence on member performance. This finding is consistent with other research which shows that team members who have high commitment tend to perform better and make a greater contribution to achieving organizational goals. The test results show that member commitment has a significant impact on performance, with a regression coefficient of 0.900 (P value = 0.000). Overall, these data and findings confirm that transformational leadership has an important role in improving member performance through two main mechanisms, namely its direct influence on performance and its contribution to team member commitment. Thus, leaders who are able to practice transformational leadership not only boost individual performance, but also build a strong foundation of commitment among team members, which in turn improves the overall performance of the organization.

**2. The Influence of Member Commitment on Performance**

Based on the results of data analysis using the Partial Least Square (PLS) method and the data presented, it can be concluded that member commitment has a positive and significant influence on performance. This finding is in line with the results of research conducted by Zhao (2020) which confirms that team member commitment contributes positively to individual performance and the overall performance of the organization. The test results on this model show that member commitment has a significant impact on performance, with a regression coefficient of 0.900 (P value = 0.000).

Member commitment is reflected in the willingness of team members to remain invested emotionally, mentally and behaviorally in achieving organizational goals. The study also highlights that member commitment tends to create a stable and trusted work environment, which in turn increases individual and team motivation and performance as a whole. In this context, the finding that member commitment significantly influences member performance provides a strong empirical basis for the importance of paying attention to factors that influence individual commitment in the organizational context. Furthermore, the results of hypothesis testing show that the combination of transformational leadership and member commitment has a significant impact on member performance.

These findings support the concept that member commitment is an important mechanism that connects leadership style with member performance. Thus, leaders who are able to build and maintain high levels of commitment among their team members will tend to see improvements in the achievement of organizational goals and overall performance. Overall, these findings provide a deeper understanding of the important role of member commitment in improving member performance. This highlights the importance of developing strategies and policies that encourage the creation of strong commitment among team members as part of efforts to improve overall performance.

### **3. The Influence of Transformational Leadership on Member Commitment**

Based on the results of data analysis using the Partial Least Square (PLS) method and the data that has been presented, it can be concluded that transformational leadership has a positive and significant influence on member commitment in the organization. This finding is consistent with research conducted by Smith and Brown (2019) which confirms that transformational leadership positively influences the level of individual commitment to the organization. The test results on this model show that transformational leadership makes a very large contribution to member commitment, with a regression coefficient reaching 0.945 (P value = 0.000).

Transformational leadership, which is often characterized by characteristics such as clear vision, strong influence, the courage to take risks, and the ability to motivate and inspire others, is believed to form strong commitment among team members. This finding is also in line with leadership theories which emphasize the importance of the leader's role in creating a constructive, inclusive and motivating work environment. Furthermore, the results of hypothesis testing show that the relationship between transformational leadership and member commitment has high statistical significance, with a very large regression coefficient value (0.945) and a low P value (0.000).

This indicates that transformational leadership has a strong impact in forming high commitment among team members. In the complex and dynamic context of modern organizations, it is important for leaders to adopt a transformational leadership style to increase the level of individual commitment to the organization. This can not only improve overall member performance, but also create a positive and productive work environment for all team members. Therefore, leaders need to pay attention to and develop transformational leadership skills as a strategy to increase individual commitment and performance in the organization.

### **4. The Influence of Transformational Leadership on Performance as Mediated by Member Commitment**

The results of the analysis using the Partial Least Square (PLS) method and the available data show that transformational leadership has a positive and significant impact on member performance, both directly and through its influence on team member commitment. This is in line with recent findings in the literature, as expressed by Jones and Smith (2019), which state that transformational leadership can improve member performance through its influence on the level of individual commitment to the organization. From the results of hypothesis testing, it appears that the existence of transformational leadership has a significant impact on member performance, with a regression coefficient of 0.096 (P value = 0.004). Apart from that, transformational leadership also makes a big contribution to team member commitment, with a regression coefficient reaching 0.945 (P value = 0.000).

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These findings indicate that transformational leadership positively influences an individual's level of commitment to the organization. Furthermore, the results of the specific indirect effects test show that the combination of transformational leadership and team member commitment has a significant impact on member performance, with a regression coefficient of 0.851 (P value = 0.000). This confirms that team member commitment acts as a mediator between transformational leadership and member performance, indicating that a high level of commitment among team members can increase the effectiveness of transformational leadership in achieving better performance in the organization. Thus, it can be concluded that transformational leadership plays an important role in improving member performance, both directly and through its influence on team member commitment. Therefore, leaders and managers need to pay attention to and develop a transformational leadership style as a strategy to increase the level of individual commitment to the organization, which will ultimately have a positive impact on overall member performance.

**4. CONCLUSION**

Based on the results of the research and discussion described in the previous chapter, several conclusions can be drawn from the results of the analysis, namely as follows:

1. **The Influence of Transformational Leadership on Performance**  
Transformational leadership has a significant influence on organizational performance. By paying attention and taking measurable action, leaders can strengthen their transformational leadership, strengthen team member commitment, and overall improve organizational performance and success.
2. **The Influence of Member Commitment on Performance**  
Member commitment has a significant influence on organizational performance. Team members who have a high level of commitment tend to perform better and make a greater contribution to achieving organizational goals.
3. **The Influence of Transformational Leadership on Member Commitment**  
Transformational leadership positively influences an individual's level of commitment to the organization. Leaders who are able to inspire, motivate, and build strong relationships tend to increase the level of commitment of team members.
4. **The Influence of Transformational Leadership on Performance as Mediated by Member Commitment**  
The combination of transformational leadership and team member commitment has a significant impact on organizational performance. Member commitment acts as a mediator between transformational leadership and performance, indicating that a high level of commitment among team members can increase the effectiveness of transformational leadership in achieving better performance.

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