

The Effect of Transformational Leadership on Employee Performance During The Covid-19 Pandemic with Control Culture and Affective Commitments as Intervening Variables

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Abstract: Study this aim for test Influence Leadership Transformational to Performance Employee with Culture Control and Affective Commitment as an intervening variable. This research is one of a kind quantitative research, data were collected using primary data and questionnaires to obtain information from respondents, namely middle managers who work in company manufacture in Province Banten. Method analysis which used is Structural Equation Modeling (SEM) with Partial Least Square (PLS) Path Modeling with SmartPLS 3.0 analysis tool. The results of this study are 1) Transformational Leadership affects the Culture of Control, Commitment Affective and Performance Employee 2) Culture Control and Commitment Affective take effect to Performance Employee. 3) Leadership Transformational effect on Employee Performance through the Culture of Control and Commitment Affective.

Introduction

Every company has a strategy to deal with the current Covid-19 pandemic, which is an absolute and unavoidable part of the phenomenon. Companies must prepare strategies that are able to maintain their business to get through the crisis caused by the pandemic and carry out transformations and innovations to face complex business competition as it is today. This will prevent companies and businesses that have been built from being crushed by the times and hampered their development (Agistiawati et al., 2020).

The ability of human resources must be truly tested so that they are able to do all the work assigned to them correctly and produce perfect results, both in quantity and quality (Kasmir, 2016). Organizations generally believe that to achieve excellence they must seek the highest individual performance because basically individual performance affects team or work group performance and ultimately affects overall organizational performance (Zeit, 1994).

A person's performance shows the level of competence or professionalism and the performance ability of employees is a multidimensional and very important topic for organizational success (Chaplin, 2005). In addition, good performance must be supported from several other aspects to adapt to environmental developments, and in an effort to maintain business continuity (Sunyoto and Burhanudin, 2015), but most of these factors are influenced by leaders, both inherent traits on leaders and leadership styles used in managing the organization (Sunyoto and Burhanudin, 2015).

Many leadership theories have been put forward to catalyze processes and channelize human resources. At least, transformational leadership theory is one of many leadership theories that are believed to be able to bring fresh air of organizational change because the ability of a leader to influence his followers is the dominant factor that determines the success of an organization, because leaders have a role as coordinator, motivator, and catalyst that will bring the organization at the peak of success (Sunyoto and Burhanudin, 2015).

According to Mowday, et al (1992) one of the factors that influence commitment to the organization is structural characteristics which include the characteristics of the organization and all applicable policies including the policies of the organization's leadership (Agustina et al, 2022). Management control system (MCS) is the main thing in facing an increasingly competitive business environment. MCS is a tool designed to assist the decision-making process by using formal control and informal control in order to achieve organizational goals. MCS is the process of a manager ensuring the resources owned are used effectively and efficiently. So that MCS can be used as a means of monitoring for organizations so that organizational goals match management expectations. Formal and informal control affect organizational performance. MCS also influences product innovation because it increases organizational creativity (Galih, 2017). One form of MCS is Culture Control (CC).

Culture Control is a group of written and unwritten values that become rules as the basis for forming organizational culture and employee behavior (Ismail, 2016). Culture Control as a control system created to create a social environment that encourages individual behavior to act and behave according to the values and norms that apply in the organization (Merchant & Stede, 2007). Oentoro (2014) states that culture control has benefits where organizations do not need to make detailed policies, manuals, procedures regarding employee behavior in action, because culture control has provided directions and limits on behavior according to values and norms within the organization (Salim, Sutrisno, Maango, Yusuf, & Haryono, 2022). Culture Control is a form of control system that has a low cost. This is because it does not require a sophisticated system. and moving based on organizational culture references in a company, culture control can be applied in various types of organizations including companies and has a risk of harmless side effects (Galih, 2017).

Previous research conducted by Oentoro (2014) regarding the ability of Culture Control to improve organizational capabilities and performance is one of the advantages of Culture Control. However, Culture Control also has some weaknesses. One of the weaknesses Cultureis that the concept and implementation of Culture Control are still ambiguous. This is due to the overlapping concept of Culture Control with other forms of control (Ismail, 2016). Therefore further and comprehensive research is needed to find out how the concept and application of Culture Control. Culture Control can be applied in various types of organizations both public and private organizations as long as the organization has a strong organizational culture (Mujahidin & Abdul Majid, 2021).

Transformational leadership that goes well and the quality of employees is an indication of a commitment in a leader and also employees in the company where they work

which will make them work seriously to realize organizational goals that will be achieved wholeheartedly for the progress of the organization. Organizational commitment is considered as a crucial organizational problem faced by managers (Lo et al., 2010). Organizational commitment is the extent to which an employee is willing to exert his energy and feels proud to be with the organization (Mowday et al., 1979). Three forms of organizational commitment are described in the literature, namely affective commitment, normative commitment and continuance commitment (Thomsen et al., 2016).

Following Mowday et al (1979) the conceptualization of organizational commitment in this study takes part in affective commitment as consisting of employees who have a personal attachment, involvement, and identification with the employing organization. Affective commitment has been associated with favorable employee behaviors, such as being less likely to quit their job and putting extra effort into their job (Powell and Meyer, 2004). Therefore, in this study it can be said that employees who have affective commitment will be more valuable to the company than the other two types of commitment because they involve emotional factors so that employees with affective commitment will work with feelings of pleasure and enjoy their role.

This research is a development from previous researchers, so it is necessary that the results of hypothesis testing must be supported by previous studies. This is based on previous research conducted by Owais Nazir (2017) in India, the level of involvement and commitment to the organization is highly dependent on perceived organizational support. Garg and Dhar (2014) in their research stated that affective commitment to employees is a consequence of the involvement of leadership style in an organization and there is also research which states that leadership style has a positive effect on employee performance, leadership style has a positive effect on culture control, culture control has a positive effect on employee performance (Galih, 2017).

Other research found that leadership practices transformational does not have a significant influence on employee performance, as in the following research: (Eliyana et al., 2019). This is different from several other studies which state that transformational leadership has a significant effect on employee performance (Asbari, 2019). As there is still a research gap in the relationship between transformational leadership, control culture, commitment affective and employee performance, then this research is considered necessary to conduct.

Research Method

This research is a type of quantitative research by conducting hypothesis testing. Quantitative research is a research method that aims to describe phenomena or social symptoms quantitatively or analyze how social phenomena or symptoms that occur in society are related to one another (Sudaryono, 2017). With the quantitative method will be obtained the significance of the relationship between the variables studied. According to Sekaran (2016) population refers to the entire group of people, events, or things of interest that researchers want to know about.

The population used in this study were manufacturing companies in the city and district of Banten. The reason for the researchers of manufacturing companies in this study is because manufacturing companies are an industry that is quite unique and has a complicated work capacity from the start of the process production to finished goods ready for sale. This causes the tendency of companies to need effective ways to improve the performance of their employees. The selection of manufacturing companies located in

Banten is because in this location there are many large and small industries and also many companies that have the ability to survive in the midst of the Covid-19 pandemic.

The sample is part of the number of characteristics possessed by the population (Sugiyono, 2017). The sampling method used is based on the non-probability sampling method, namely a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. This method is used because the research objective is only to describe an object of research without generalizing to the population. using a purposive sampling. The criteria for selecting the sample of manufacturing companies in this study are proposed as follows:

- Large-scale manufacturing companies based on Regulation of the Minister of Trade of the Republic No: 46/M-DAG/PER/9/2009 concerning Trade Business Licenses.
- Companies that are categorized as large based on the Banten BPS (Central Statistics Agency) are industrial companies that are said to be medium, if an industrial company is categorized as large if it has more than one hundred employees.
- Middle managers who are responsible for planning, monitoring and decision-making, namely: HRD manager, marketing manager, operational manager, financial manager and production manager.
- Middle managers who have worked for at least 2 years work as managers in the company.

This research is an analysis of primary data, namely data obtained first-hand for subsequent analysis to find solutions or problems studied (Sekaran, 2011). This study uses a questionnaire as a tool. The primary data generated in this study is the result of respondents' responses to the research variables to be tested. Operational variables are research elements that tell how to measure a variable, in other words a kind of implementation guide how to measure a variable (Sugiyono, 2017). The variables used in this study are Transformational Leadership variables, as independent variables, Employee Performance variables as the dependent variable and Control Culture and Affective Commitment as interveing variables. In this study the scale used is the Likert scale. Respondents only gave their approval or disapproval of the item, this scale is intended to measure each individual in the same dimension and the individual places himself in the direction of a continuity of the item. The Likert scale has a gradient from very positive to very negative using an ordinal scale of 1 to 5. Statistical analysis in this study used Partial Least Square (PLS) software version 3

Framework study is synthesis about connection betweenvariable which arranged from various theory which has described Sugiyono (2017). The variables in this study were Transformational Leadership, Readiness to change and Employee Performance. Research concept framework this can be described on figure 1.

The development of the hypothesis in this research is as follows:

1. *Transformational Leadership on Employee Performance*

Every organization wants and needs organizational members who are willing to carry out tasks that are not listed in their job descriptions, facts show organizations that have members of such organizations have better performance than other organizations (Robbins et al, 2008). Perspective transformational leadership style that describes how a leader changes a team or organization by creating, communicating and modeling a vision for the organization or work unit and inspiring employees to strive to achieve that vision. Yulk Gary (2010), if the leader succeeds in influencing his subordinates with his vision, instilling his charisma, motivating and being an inspiration, stimulating intellectually, creatively and appreciating his employees, it is certain that employees will work well,

earnestly and be loyal to the company so that their performance increases (Robbins, 2010). This statement is confirmed by research conducted by Modiani (2012) which found that transformational leadership has a positive effect on employee performance.

H₁: Transformational Leadership has a significant and positive effect on Employee Performance.

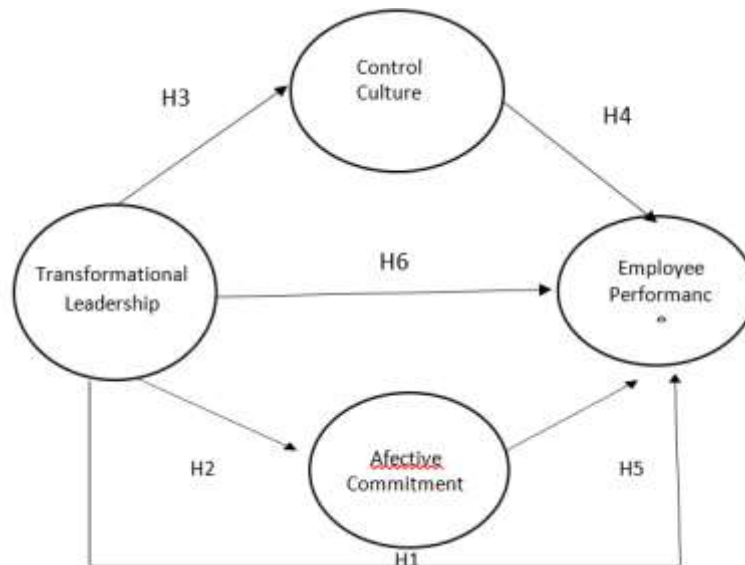


Figure 1. Framework Study
Source : Muttaqin (2017); Eliyana et al. (2019)

2. Transformational Leadership to a Culture of Control

Transformational leadership theory begins with concepts by Bass, Avolio, et al. (1987) and Bass, Waldman, et al. (1987). According to Bass, transformational leaders stimulate their subordinates to create perceptions of leadership in a new way because there is intellectual stimulation. Leader able to make perceptions as individuals who can support and give attention to subordinates with individual considerations, through inspirational motivation and charisma (Bass & Bass Bernard, 1985). Leaders in achieving organizational goals require a strategy by creating an organizational culture to support it. Culture Control is part of MCS and functions to control the nature and behavior of employees in the organization (Ismail, 2016). This MCS is a tool to control the organization and direct employee behavior according to the wishes of the management in order to achieve organizational goals (Anthony et al., 2007).

H₂: Transformational leadership has a significant and positive effect on control culture.

3. Transformational Leadership on Affective Commitment

Transformational style leaders can optimize individual development and understand their needs so that employees are more motivated to contribute more to the organization (Dhawan & Mulla, 2011). Research that studies the relationship between transformational leadership and affective commitment has been carried out, including (Giovanita & Mangundjaya, 2017) researching employees in the financial sector and Sugiyanto (2010) with sugar factory employee respondents stating that transformational leadership has a significant influence on affective commitment. The logic of the hypothesis that will be used in this study is that the higher the affective commitment possessed by employees is

influenced by the leadership style of their superiors. It is supported by research conducted by Dlamini et al (2017) using hospital employee respondents said that there was a positive and significant correlation between transformational leadership and affective commitment.

H₃: Transformational Leadership has a significant and positive relationship with Affective Commitment.

4. *Control Culture on Employee Performance*

Culture Control is to provide information that is useful in decision making, planning and evaluation so that this influences performance (Shindie et al, 2015). Culture Control is part of the MCS and functions to control the nature and behavior of employees in organizations (Ismail, 2016). In addition, research conducted by (Kallunki, Laitinen, & Silvola, 2011) found that in order to achieve the best organizational performance, formal and informal control systems are needed. Thus as part of the influential MCS Culture Control on organizational performance by providing useful information in achieving organizational goals. This is supported by the results of research by Mutaqqin (2017) which states that culture control has a positive effect on employee performance.

H₄: Control culture has a significant and positive effect on employee performance.

5. *Affective Commitment to Employee Performance*

Employees with high affective commitment will show better performance than employees with low affective commitment because they have an emotional attachment that creates a sense of belonging to the organization and will always try to do better for the progress of the organization (Fitri Astuti et al., 2016) . An employee who has an affective commitment in himself will show a sense of pleasure in being in the organization so that a sense of belonging arises because he is part of the organization. The higher the affective commitment in the sense of having fun as part of the organization and feeling responsible for the progress of the organization, the higher the employee will show positive things for the organization so that it has an impact on increasing employee performance. This is in accordance with the research of Negin Memari (2013) proved that there is a positive and significant effect of affective commitment on employee performance.

H₅: Affective commitment has a positive and significant effect on employee performance.

6. *Transformational Leadership on Employee Performance through a Culture of Control as a Mediator*

Leaders with a transformational style change followers' awareness of problems by helping them look at old problems with ways new, and they capable excites, excites, and inspires followers to expend extra effort to achieve group goals so as to create good employee performance (Robbins, 2007). MCS is a manager's process of ensuring that resources are used effectively and efficiently.

So that (MCS) can be used as a monitoring tool for organizations so that organizational goals are in line with management expectations (Merchant & Van der Stede, 2007) this hypothesis is to test how to improve employee performance by considering a company leader to apply a transformational leadership style in which leaders need attention to their subordinates. which will later create an organizational culture that supports organizational goals with a control culture to determine whether employees are

ready to face changes in the organizational environment because this can affect the success of organizational goals.

H₆: Transformational leadership has an influence on employee performance through a control culture as a mediator

7. *Transformational Leadership on Employee Performance through Affective Commitment as Mediator*

Contingency theory Fiedler (1978) in the field of organizational theory has contributed to the development of management accounting, especially in explaining the factors that affect organizational performance. Transformational leadership makes subordinates feel trust, pride, loyalty and respect for superiors and are motivated to do more than what is expected. The influence given in transformational leadership has an effect on employee loyalty and the level of employee commitment to the organization (Emery and Barner, 2007).

Robbins (1996) said that the level of leadership effectiveness can encourage and develop organizational commitment to individuals (Koesmono, 2007). The application of good and effective leadership increases employee loyalty and has a positive impact on employee organizational commitment. Yousef (2000) states that organizational commitment links leadership behavior with performance. Employees who are committed to their work will have high performance (Trisnaningsih, 2007). This is supported by the results of research by Nurdin & Rohendi (2016) which states that transformational leadership has a significant effect on employee performance through organizational commitment.

H₇: Transformational Leadership has an influence on Employee Performance through Affective Commitment as a mediator

Research Method

This research is a type of quantitative research by testing the hypothesis. Quantitative research is a research method that aims to describe social phenomena or phenomena quantitatively or analyze how social phenomena or phenomena that occur in society are interconnected with each other (Sudaryono, 2017). The population used in this study is a Manufacturing Company in Banten. Manufacturing companies are quite unique industries and have complex work capacities from the production process to finished goods that are ready to be sold. The selection of manufacturing companies in Banten Province is because in this location there are many large and small industries and also many companies that have the ability to survive in the midst of the Covid-19 pandemic.

tactics sample determination is by purposive sampling. Purposive sampling is a determination technique samples with certain considerations/criteria (Sugiyono, 2017). Researcher reasons using purposive sampling is because not all samples have criteria which in accordance with which has researcher specify. By because that, sample which chosen on purpose determined based on criteria certain which has determined by the researcher to obtain a representative sample. Data collection techniques were carried out using library research and field research methods. Library research, namely finding and collecting data from the literature that has to do with the problem under study, namely by collecting materials in the form of theories originating from literature related to the problem being studied, where this data is obtained through documents, books, or other scientific writings, with the intention of completing the primary data in the field. Field research, namely research

where data is obtained by means of questionnaires, data collection techniques are carried out by giving a series written questions to respondents.

Table 1. Research Variable

Variable	Definition	Indicator	Scale
Variable Independent : Leadership Transformational	Leadership transformational that is leadership that bring the situation to performance tall on organization which face demandsupdate and change.	a. Charismatic b. Motivation Inspirational c. Stimulus intellectual d. Attention which individual	Likert
Source: Bass & Bass Bernard (1985)			
Variable Intervention : Culture Control	Culture control is fractions score which large, trust and norm which Becomes instruction inbehave on aorganization.	a. Codes ofconduct b. Group rewards c. Intraorganization onal Transfer d. Physical arrangement e. tone of the top	Likert
Source: Muttaqin (2017)			
Variable intervene: Commitment Affective	Commitment affective reflect desire for maintain membership in organization which develop as results from experience work whichcreate feelingcomfortable and competencepersonal.	a. Loyalty b. Flavor proud c. Role as well as d. consider the best organization e. Bound byemotional on organization the place work.	Likert
Source : Meyer et al. (1993)			
Variable Dependent : Performance Employee	Internal employee performance a organization determined by attitude employees and behavior employee to her job and orientationemployee in doing her job the.	a. Quality work b. Quantitywork c. AccuracyTime d. Effectiveness e. independence f. CommitmentWork	Likert
Source : Robbins (2006)			

In this study, descriptive statistics were used as a data analysis technique with the aim of explaining or providing demographic information on research respondents (gender, age, education level, and years of service) as well as descriptions of research variables. Ghozali (2008) states that descriptive statistics provide an overview of data seen from the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness. Statistical analysis in this study using Partial Least software Square (PLS) version 3. Because PLS is an application that is used to analyze data that is able to provide more detailed information and clear.

Results and Discussion

Descriptive statistical analysis provides an overview or description of a data seen from the minimum, maximum, average (mean), standard deviation of each research variable. Descriptive statistical analysis in this study includes the minimum, maximum, mean, and standard deviation of the variables used in this study consisting of Transformational Leadership (KT), Culture Control (CC), Affective Commitment (KA), and Employee Performance (KK) will tested descriptively as shown in the following table.

Table 2. Descriptive Test Results

	N	Means	Min	Max	Standard Deviation
KT1	65	3,862	1	5	1.311
KT2	65	3,815	1	5	1.251
KT3	65	3,754	1	5	1.253
KT4	65	3,815	1	5	1036
CC1	65	3.585	1	5	0.677
CC2	65	3,677	1	5	1.024
CC3	65	3,677	1	5	1.165
CC4	65	3,754	1	5	1,228
CC5	65	3,769	1	5	1,078
KA1	65	4,031	1	5	1.202
KA2	65	4,062	2	5	0.643
KA3	65	3,923	1	5	1.057
KA4	65	3,815	2	5	1,065
KA5	65	4,169	2	5	0.627
KK1	65	3,754	1	5	1.137
KK2	65	3,877	1	5	1.196
KK3	65	3,923	1	5	1.305
KK4	65	3,892	1	5	1.349
KK5	65	3.938	1	5	1.175
KK6	65	3,708	1	5	1,274

Source: SmartPLS Output (2021)

The table above describes a description of the variables used in this study. With the amount of data that is 65 the minimum value is 1 and 2 while the maximum value shows the number 5 because this study uses a Likert scale which has a gradation from very positive to very negative using a Likert scale of 1 to 5. The mean value shows an average value above 3 which This means that this study shows a positive curve result. Finally, the standard deviation value which shows a value lower than the mean value indicates that the data obtained has a good distribution.

1. Hypothesis Testing According to the Inner Model

Testing of the inner model or structural model is carried out to see the relationship between the construct, the significance value and the R-Square of the research model. The structural model is evaluated using R-Square for the dependent construct (Ghozali, 2012). The limit for rejecting and accepting the proposed hypothesis is more than 1.96 the value

of the t statistic, where if the t statistic is greater than t table (1.96) then the hypothesis is accepted, conversely if the t statistic value is less than t table (1.96) then the hypothesis is rejected. The Inner models (Path Coefficients) in this study are listed in the following table:

Table 3. Path coefficients

Original Sample	Sample Means	Standard Deviation	T Statistics	Information	
CC -> KK	0.278	0.274	0.057	4,861	Received
KA -> KK	0.454	0.454	0.07	6,476	Received
KT -> CC	0.789	0.791	0.033	23,699	Received
KT -> KA	0.806	0.808	0.03	26.864	Received
KT -> KK	0.870	0.872	0.021	39,728	Received
KT -> KA -> KK	0.336	0.362	0.078	4.709	Received
KT -> CC -> KK	0.220	0.222	0.055	3,978	Received

Source: SmartPLS Output (2021)

The relationship between transformational leadership and affective employee performance mediated by control culture has a significant relationship because the t-statistic value is 3.978 above the t-table value of 1.96 and has a positive correlation because the original sample value is above 0, namely 0.220. In assessing the structure of the PLS model, it can be seen based on the value of R-Square for each latent variable. The R-Square value in processing this research data is as follows:

Table 4. R-Square

Variable	R Square
Leadership Transformational	
Culture Control	0.624
Commitment Affective	0.651
Performance Employee	0.908

Source: SmartPLS Output (2021)

The employee performance dimension has an R-Square of 0.908 which means that the construct variability of employee performance can be explained by transformational leadership, control culture and affective commitment of 90%.

Hypothesis test

1. The Effect of Transformational Leadership on Employee Performance

Table 5. Hypothesis Test Results 1

Hypothesis	Originalsample	Q statistics	Information
H1	KT -> KK	0.870	39,728
			Received

Source: SmartPLS Output (2021)

In this study, H1 states that transformational leadership has a significant positive effect on employee performance. Based on the results of data processing using SmartPLS.3 software, the calculation results are presented in table 4.16. It is known that the parameter

coefficient value of the transformational leadership variable on employee performance is 0.870 and the t-statistic value of 39.728 is greater than the t-table value of 1.96.

Leaders with a transformational leadership style will influence their subordinates to participate in achieving organizational goals because leaders have an important role in influencing the psychology of their subordinates. The indicators used to measure transformational leadership such as the intellectual stimulus given by the leader will be directly seen by his subordinates and this attitude will provide a separate understanding for his subordinates who see and will have a good impact on the performance of his subordinates.

Thus Hypothesis 1 is accepted. So it can be concluded that transformational leadership has a positive and significant effect on employee performance, meaning that the greater the transformational leadership, the better the implementation, so that it becomes effective which has an impact on improving employee performance. This statement is supported by research conducted by Modiani (2012) who found that transformational leadership has a positive effect on employee performance.

2. The Influence of Transformational Leadership on the Control Culture

Table 6. Test results Hypothesis 2

Hypothesis		Originalsample	Q statistics	Information
H2	KT -> CC	0.789	23,699	Received

Source: SmartPLS Output (2021)

In this study, H2 stated that transformational leadership had a significant positive effect on control culture. Based on the results of data processing using SmartPLS software, the calculation results are presented in the following table . It is known that the value of the parameter coefficient of the transformational leadership variable on employee performance is 0.789 and the t-statistic value is 23,699, which is greater than the t-table value of 1.96.

The leader's behavior in carrying out transformational leadership such as giving individual attention and motivation will help the cultural control run because it will affect his subordinates who are see it and participate in implementing the applicable norms or code of ethics to be able to improve its performance in the organization. Thus Hypothesis 2 is accepted. So it can be concluded that transformational leadership has a positive and significant effect on the control culture, meaning that the greater the transformational leadership, the better the implementation, so that it becomes effective which has an impact on increasing the control culture.

3. The Effect of Transformational Leadership on Affective Commitment

Table 7. Hypothesis Test Results 3

Hypothesis		Originalsample	Q statistics	Information
H3	KT -> KA	0.806	26.864	Received

Source: SmartPLS Output (2021)

In this study, H3 states that transformational leadership has a significant positive effect on employee performance. Based on the results of data processing using SmartPLS software, the calculation results are presented in the following table . It is known that the value of the parameter coefficient of the transformational leadership variable on employee performance is 0.806 and the t-statistic value is 26.864, which is greater than the t-statistic value of 1.96.

Leaders who make employees bonded emotionally can make employees loyal to the organization which will improve their performance in the company. Thus Hypothesis 3 is accepted. So it can be concluded that transformational leadership has a positive and significant effect on affective commitment, meaning that the greater the transformational leadership, the better the implementation, so that it becomes effective which has an impact on increasing affective commitment.

4. The Effect of Control Culture on Employee Performance

Table 8. Hypothesis Test Results 4

Hypothesis		Original sample	Q statistics	Information
H4	CC -> KK	0.278	4,861	Received

Source: SmartPLS Output (2021)

In this study H4 states that control culture has a positive effect on employee performance. Based on the results of data processing using SmartPLS software, the calculation results presented are known that the parameter coefficient value of the transformational leadership variable on employee performance is 0.278 and the t-statistic value is 4.861, which is greater than the t-statistic value of 1.96. Thus Hypothesis 4 is accepted. So it can be concluded that the control culture has a positive and significant effect on employee performance, meaning that the greater the control culture, the better the implementation, so that it becomes effective which has an impact on increasing employee performance. This is supported by the results of research by Mutaqqin (2017) which states that culture control has a positive effect on employee performance.

5. Affective Commitment to Employee Performance

Table 9. Hypothesis Test Results 5

Hypothesis		Originalsample	Q statistics	Information
H5	KA -> KK	0.454	6,476	Received

Source: SmartPLS Output (2021)

In this study, H5 states that affective commitment has a significant positive effect on employee performance. Based on the results of data processing using SmartPLS software, the calculation results are presented in the following table . It is known that the coefficient value the parameter of the variable transformational leadership on employee performance is 0.454 and the t-statistic value of 6.476 is greater than the t-statistic value of 1.96.

The higher the affective commitment in the sense of having fun as part of the organization and feeling responsible for the progress of the organization, the higher the employee will show positive things for the organization so that it has an impact on increasing

employee performance. This is in accordance with the research of Negin et al. (2013) proved that there is a positive and significant effect of affective commitment on employee performance. Thus Hypothesis 5 is accepted. So it can be concluded that affective commitment has a positive and significant effect on employee performance, meaning that the greater the affective commitment, the better the implementation, so that it becomes effective which has an impact on increasing employee performance.

6. *Transformational Leadership on Employee Performance through a Culture of Control as a mediator*

Table 10. Hypothesis Test Results 6

Hypothesis	Originalsample	Q Statistics	Information
H6 KT -> CC -> KK	0.220	3.978	Influence

Source: SmartPLS Output (2021)

In this study, H6 stated that the relationship of transformational leadership mediated by control culture had a significant positive effect on employee performance. Based on the results of data processing using SmartPLS software , it is known that the parameter coefficient value of the transformational leadership variable on employee performance is 0.220 and the t-statistic value is 3.978 which is greater than the t-statistic value of 1.96. The business problem contained in this research is how the company can survive during the pandemic.

In this study, good employee performance can keep the company running during the pandemic. Employee performance can be improved by using or changing the manager's leadership style to a transformational leadership style. Style leadership transformational this will transform employees by providing intellectual stimulus which will increase the quantity of work, this is of course have a good impact on employee performance in the company.

Control Culture as the intervening variable in this hypothesis is partial mediation because when compared with H1 where the relationship between Transformational Leadership and Employee Performance is positive and significant, the presence or absence of the Control Culture variable does not affect the relationship between Transformational Leadership and Employee Performance.

Thus Hypothesis 6 is accepted. So it can be concluded that transformational leadership mediated by control culture has a positive and significant effect on employee performance, meaning that the greater the influence of control culture in influencing transformational leadership, the better implementation will be, so that it becomes effective which has an impact on increasing employee performance.

7. *Transformational Leadership on Employee Performance through Affective Commitment as a mediator*

Table 11. Hypothesis Test Results 7

Hypothesis	OriginalSample	Q Statistics	Information
H7 KT -> KA -> KK	0.336	4,709	Influence

Source: SmartPLS Output (2021)

In this study, H7 stated that the relationship of transformational leadership mediated by affective commitment had a significant positive effect on employee performance. Based on the results of data processing using SmartPLS software, it is known that the parameter coefficient value of the transformational leadership variable on employee performance is 0.336 and the t-statistic value is 4.709, which is greater than the t-statistic value of 1.96. The business problem contained in this research is how the company can survive during the pandemic.

In this research performance Good employees can keep a company running during a pandemic. Employee performance can be improved by using or changing the manager's leadership style to a transformational leadership style. This transformational leadership style will transform employees by providing intellectual stimulation which will increase the quantity of work, this of course has a positive impact on the performance of employees in the company.

Affective Commitment as an intervening variable in this hypothesis is partial mediation because when compared to H1 where the relationship between Transformational Leadership and Employee Performance is positive and significant, the presence or absence of the Affective Commitment variable does not affect the relationship between Transformational Leadership and Employee Performance.

Thus Hypothesis 7 is accepted. So it can be concluded that affective commitment mediates the relationship between transformational leadership and employee performance, meaning that the more The greater the affective commitment, the better the implementation will be, so that it becomes effective which has an impact on improving employee performance. This is in accordance with Almutairi's research (2016) which found that there is a mediating effect of organizational commitment on the relationship between transformational leadership style and employee performance.

Conclusion

Affective commitment mediates the relationship between transformational leadership and employee performance. This study succeeded in proving the effect of affective commitment as an intervening variable which is partial mediation because when compared to h1 it states that the relationship between transformational leadership and employee performance is positive and significant, so the presence or absence of the variable affective commitment does not affect the relationship between transformational leadership and employee performance.

Following here are some limitations that may interfere with the results of this study. Where manufacturing companies in Banten during the Covid-19 pandemic were very tight so many refused to be used as research samples. Another limitation is that most of the respondents are middle managers who are busy, causing delays in returning the questionnaires. Difficulties in terms of bureaucracy so that it slightly hinders the data collection process.

Based on the results of the study and the limitations of this study, the suggestions that can be given are: (1) it is hoped that further research can be carried out using the interview method or direct observation of the respondents, (2) suggested further research can be done by using other variables or adding variables that can affect employee performance, (3) for future research, it is recommended to use other types of industries as samples.

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