

## Perception of Transformational Leadership and Commitment on Employee Performance

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### Abstract

*Employee performance is the center of attention in all government agencies. Employee performance can be influenced by many variables such as leadership and commitment. This study aims to determine the effect of transformational leadership and commitment on the performance of the employees of the Regional Fisheries Office of Morowali District, Central Sulawesi Province. This study used quantitative methods. The population of this study was all employees of the Regional Fisheries Office of Morowali District with a total of 87 employees. The sample was determined with a census sampling technique so that all populations were sampled. Data were collected from observation, questionnaires, and written documents. Then, the data were analyzed using descriptive statistics and multiple linear regression to test the research hypotheses. The results showed that transformational leadership and commitment greatly affect the employee performance of the Regional Fisheries Office of Morowali District. The results of descriptive statistics showed that the leaders in the Regional Fisheries Office of Morowali District have a clear vision and mission; show an optimistic attitude; and can stimulate subordinates to be creative. Meanwhile, the leaders never openly corrected or criticized their subordinates. It has a low response because of the leader's closed attitude towards subordinates, especially in providing corrections and criticism. In terms of commitment, employees at this office feel that they have a high emotional bond with the organization. However, they easily leave the office as they think that what they are doing is less valuable.*

### Keywords

Leadership; transformational leadership; commitment; employee performance.



## I. Introduction

Leadership has become a very important, interesting and challenging topic for organizational effectiveness (Bennis, 2007; Raja, Scholar, Palanichamy, & Drs, 2015; Zehir, Sehitoglu, & Erdoan, 2012) and has become one of most researched social science phenomena (Day & Antonakis, 2012). The adoption of leadership to improve group performance has increased since the last two (D'Innocenzo, Mathieu, & Kukenberger, 2016). Transformational leaders can encourage followers' commitment to the organization and inspire them to exceed the expected performance (Bass & Riggio, 2006; Martinsuo, Hensman, Arto, Kujala, & Jaafari, 2006; Sivanathan & Fekken, 2002).

Performance is the result achieved in a job. Performance is also defined as a type of result after completing a job (Yeh & Hong, 2012) and it can be seen and felt, both internally and externally in the organization. The performance of a company or organization can be influenced by many factors such as company management, investment opportunities, equity, commitment, or leadership (Zehir et al., 2012). This study focuses on leadership and commitment in predicting performance.

According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. However according to Kasmir (2016) that performance is the result of work and work behavior of a person in a period, usually 1 year. Then the performance can be measured by the ability to complete the tasks and responsibilities given. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance.

Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

Leadership is defined as a strong and important concept, but its actualization is always weak (Knies, Jacobsen, & Tummers, 2016; Nasomboon, 2014). This condition becomes a major issue as it affects the condition of the organizations (van Knippenberg & Sitkin, 2013), especially in public sector organizations (government organizations).

Public sector organizations focus on service-oriented so that an effective leadership style is needed in leading public organizations. Productive organizational goals can be achieved with an effective leadership style (Nanjundeswaraswamy & Swamy, 2014), and transformational leadership is generally considered an effective leadership style (Gulluce, Kaygin, Kafadar, & Atay, 2016). Transformational leaders can encourage followers' relational identification with superiors through attractive behaviors, for example, charismatic and inspirational motivational behaviors (Walumbwa & Hartnell, 2011). The encouraging ability possessed by transformational leaders can indirectly help subordinates to be able to take self-development actions.

Transformational leaders focus on followers' intrinsic motivation and personal development. They seek to align followers' aspirations and needs with desired organizational outcomes. Therefore, transformational leaders can encourage followers' commitment to the organization and inspire them to exceed expected performance (Bass & Riggio, 2006; Martinsuo et al., 2006; Sivanathan & Fekken, 2002).

The key factor for the success of an organization with a turbulent and constantly changing environment is transformational leadership supported by commitment (Gulluce et al., 2016). Commitment and leadership strongly influence performance and can even significantly result in sustainable performance (Ojo & Fauzi, 2020). Some studies have also revealed the effect of transformational leadership and commitment on performance (Baird, Martin, & Benson, 2020; Eliyana, Ma'arif, & Muzakki, 2019; Imamoglu, Ince, Turkcan, & Atakay, 2019; Kammerhoff, Lauenstein, & Schütz, 2019; Li et al., 2021; Omisade et al., 2018; Patrucco, Moretto, & Knight, 2020; Patrucco, Moretto, Luzzini, & Glas, 2020; Smith, DeJoy, & Dyal, 2020; Steffens et al., 2018; Yeh & Hong, 2012).

Some previous studies have revealed that leadership and commitment influence performance. It shows that transformational leadership and commitment are vital in organizations. Some theories and the results of previous studies show a significant effect, but in reality, transformational leadership and commitment have not been seen so that employee performance still cannot be seen in the Regional Fisheries Office of Morowali District.

Theoretically, there is a gap, in which leadership is a strong concept, but its actualization is always weak (Knies et al., 2016). This condition becomes a key issue as it affects the conditions of the organizations (van Knippenberg & Sitkin, 2013). However,

transformational leadership is considered effective in improving individual and organizational performance. Transformational leadership can improve employee performance with commitment intervention (Eliyana et al., 2019). The existence of commitment is needed in performance intervention.

The phenomenon in this study has not showed that transformational leadership can affect employee performance and commitment. Whether the transformational leadership and commitment affect the performance of the employees of the Regional Fisheries Office of Morowali District needs to be proven. Improved performance will have an impact on service to the community as stated in Law Number 23 of 2014 concerning Regional Government Arrangement of district/City as the emphasis of autonomy in Indonesia. The regional autonomy policy is intended to bring the government closer to the community, one of which is through the provision of public services.

## **II. Review of Literature**

### **2.1 Leadership**

Leadership style has been a challenging topic for organizational effectiveness (Zehir et al., 2012). In the last twenty years, leadership has become a topic of interest to scholars in various fields (King et al., 2015) and there is an increase in adopting leadership to improve team performance (D'Innocenzo et al., 2016) as leadership is very important as expressed by world-renowned experts (Bennis, 2007; Nasomboon, 2014).

### **2.2 Transformational Leadership**

Transformational leadership is generally considered an effective leadership style (Gulluce et al., 2016). Transformational leadership has a vision for the future to innovate and the ability to achieve certain achievements by inspiring and activating subordinates to exceed expectations (Thamrin, 2012). Transformational leadership is centered on the assumption that leaders can change the beliefs, assumptions, and behavior of followers by referring to the importance of collective or organizational outcomes (Moynihan, Pandey, & Wright, 2012).

### **2.2 Commitment**

One of the work-related attitudes towards the organization is organizational commitment (Schulz, Martin, & Meyer, 2017). Organizational commitment is the driving force of organizational success, having a desire to strive for the organization, and belief in the goals and values of the organization (Zehir et al., 2012).

Commitment is a consequence of the power of a coercive leader (Bass & Riggio, 2006). Commitment is partially conscious behavior. Individuals have attitudes such as identifying with a person, corporation, and action (Zehir et al., 2012). Employees may form individual, relational or collective identities, and it can have implications for target commitments and employees who tend to develop a relational identity committing to their supervisors, whereas those who tend to form collective identities may be committed to the organization, but those who have a strong individual identity may be reluctant to commit to either (Meyer, Morin, & Vandenberghe, 2015). Researchers have acknowledged that employees may feel a commitment to organizational-sponsored initiatives (Bingham, Mitchell, Bishop, & Allen, 2013).

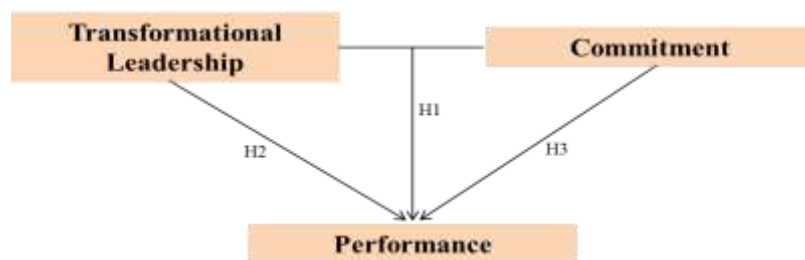
### 2.3 Performance

Performance is all the activities of a particular participant on a particular occasion that serve to influence other participants in any way (Schechner, 2017). Performance is defined as the total value expected for the organization of discrete behavioral episodes that a person performs over a standard period (Motowidlo & Kell, 2012). Performance is a type of result after completing a job (Yeh & Hong, 2012). Performance is intentional behavior that can be either an individual or an organization (Van Dooren, Bouckaert, & Halligan, 2015). Organizational/company performance can be influenced by many factors such as company management, investment opportunities, fairness, commitment, or leadership (Zehir et al., 2012), while contextual performance indicates that employees will help the organization's operations without any internal system governing or control it (Yeh & Hong, 2012).

### 2.4 Relationship between Transformational Leadership, Commitment, and Employee Performance

Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, and transformational leaders are also challenged to become innovative problem-solvers and develop follower leadership through capacity building, mentoring, and providing challenge and support (Bass, Avolio, Jung, & Berson, 2003; Bass & Riggio, 2006).

Commitment and leadership greatly influence performance and can even significantly result in sustainable performance (Ojo & Fauzi, 2020). Transformational leadership can help build follower commitment in different ways (Bass et al., 2003; Bass & Riggio, 2006). The type of leadership and organizational commitment has a positive and significant effect on work performance (Yeh & Hong, 2012). Many studies have also revealed the effect of transformational leadership and commitment on performance (Baird et al., 2020; Eliyana et al., 2019; Imamoglu et al., 2019; Kammerhoff et al., 2019; Latan, Chiappetta Jabbour, Lopes de Sousa Jabbour, Wamba, & Shahbaz, 2018; Li et al., 2021; Olanipekun, Xia, & Nguyen, 2017; Omisade et al., 2018; Patrucco, Moretto, & Knight, 2020; Patrucco, Moretto, Luzzini, et al., 2020; Smith et al., 2020; Steffens et al., 2018; Yeh & Hong, 2012).



*Figure 1. Research Framework*

The proposed hypotheses are:

- H1 : H<sub>0</sub> = Transformational Leadership and Commitment Has No Effect on Employee Performance
- H<sub>a</sub> = Transformational Leadership and Commitment Affect Employee Performance

- H2 : H<sub>0</sub> = Transformational Leadership Has No Effect on Employee Performance  
       H<sub>a</sub> = Transformational Leadership Affects Employee Performance  
 H3 : H<sub>0</sub> = Commitment Has No Effect on Employee Performance  
       H<sub>a</sub> = Commitment Affects Employee Performance

### III. Research Method

This study used quantitative methods. In quantitative methods, the ability of researchers to carry out research methods and procedures is needed (Lewin, 2005). The population of this study was all employees of the Regional Fisheries Office of Morowali District with a total of 87 respondents. The number of samples in this study was less than 100 respondents so that the entire population was taken and used as samples using the census sample technique. Data were collected from observation, questionnaires, and written documents. The questionnaire used a Likert scale with categories from the highest (strongly agree) to the lowest (strongly disagree). This study used three variables consisting of transformational leadership, commitment, and employee performance.

### IV. Results and Discussion

#### 4.1 Results

The results of this study cover the results of the validity and reliability of transformational leadership, commitment, and employee performance variables, the results of descriptive statistics, and the results of hypothesis testing.

#### 4.2 Results of Validity and Reliability

**Table 1.** Validity and Reliability for Variables X1, X2, and Y

	Item-Total Statistics			Reliability Statistics
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
X1Q1	93.8276	26.075	.731	.858
X1Q2	93.8506	26.012	.641	
X1Q3	94.1724	25,540	.341	
X1Q4	94.2989	25,142	.373	
X1Q5	93.8276	26.075	.731	
X1Q6	93.8621	25.562	.665	
X1Q7	94.1724	25,470	.371	
X1Q8	94.2759	25,132	.390	
X1Q9	94.2414	24,976	.401	
X1Q10	93.8391	26,044	.680	
X1Q11	93.8391	26,044	.680	
X1Q12	93.8506	26,129	.598	
X1Q13	93.8276	26.075	.731	
X1Q14	94.4483	23,553	.513	
X1Q15	94.2299	24,667	.454	
X1Q16	94.1379	25,795	.353	
X1Q17	94.1149	25,475	.382	

X1Q18	94.1264	25,205	.452	
X1Q19	94.1839	25,896	.307	
X1Q20	94.2184	24,684	.435	
X1Q21	94.0575	25,218	.476	
X2Q22	32.6437	6.325	.844	
X2Q23	32.8736	6.484	.474	
X2Q24	32.7816	6,242	.707	
X2Q25	32.8161	6.198	.703	
X2Q26	32.8276	6.284	.659	.843
X2Q27	32.9425	6.939	.322	
X2Q28	32.8506	7.036	.368	
X2Q29	32.7241	6.318	.681	
YQ30	47.7241	14,039	.849	
YQ31	47.8621	13,888	.728	
YQ32	47.8276	13,842	.771	
YQ33	47.9080	14,271	.593	
YQ34	47.7356	13,894	.877	
YQ35	47.7241	13,900	.898	.948
YQ36	47.7356	13.918	.869	
YQ37	47.9425	15,148	.371	
YQ38	47.8046	13,624	.863	
YQ39	47.7356	13,894	.877	
YQ40	47.7471	13,796	.890	

Source: SPSS Results, 2021.

The table above shows that the variables of transformational leadership (X1), commitment (X2), and employee performance (Y) are declared valid as they have a Corrected Item-Total Correlation value higher than 0.3. If the Corrected Item-Total Correlation value is higher than 0.3, then the questionnaire item is declared valid (Ghozali, 2011). In addition, the data above show that all variables are declared reliable as they have Cronbach's Alpha values higher than 0.7. If the Cronbach's Alpha value is higher than 0.7, then it is reliable (Nunnally, 1975). Based on these results, all questionnaire items in this study were declared valid and reliable.

### 4.3. Results of Descriptive Statistics

The results of the descriptive statistical tests include variables of transformational leadership (X1), commitment (X2), and employee performance (Y). The detailed results can be seen in table 2.

**Table 2.** Descriptive Statistics for Variables X1, X2, and Y

	N	Minimum	Maximum	mean	Std. Deviation
X1Q1	87	4.00	5.00	4.9425	.23409
X1Q2	87	4.00	5.00	4.9195	.27358
X1Q3	87	2.00	5.00	4.5977	.57989
X1Q4	87	2.00	5.00	4.4713	.62578
X1Q5	87	4.00	5.00	4.9425	.23409
X1Q6	87	3.00	5.00	4.9080	.32822

X1Q7	87	3.00	5.00	4.5977	.55948
X1Q8	87	3.00	5.00	4.4943	.60758
X1Q9	87	2.00	5.00	4.5287	.62578
X1Q10	87	4.00	5.00	4.9310	.25486
X1Q11	87	4.00	5.00	4.9310	.25486
X1Q12	87	4.00	5.00	4.9195	.27358
X1Q13	87	4.00	5.00	4.9425	.23409
X1Q14	87	2.00	5.00	4.3218	.75474
X1Q15	87	3.00	5.00	4.5402	.62514
X1Q16	87	3.00	5.00	4.6322	.50842
X1Q17	87	3.00	5.00	4.6552	.54618
X1Q18	87	3.00	5.00	4.6437	.52776
X1Q19	87	3.00	5.00	4.5862	.54028
X1Q20	87	2.00	5.00	4.5517	.64264
X1Q21	87	3.00	5.00	4.7126	.50366
X2Q22	87	3.00	5.00	4.8506	.41843
X2Q23	87	3.00	5.00	4.6207	.59536
X2Q24	87	3.00	5.00	4.7126	.50366
X2Q25	87	3.00	5.00	4.6782	.51702
X2Q26	87	3.00	5.00	4.6667	.52088
X2Q27	87	3.00	5.00	4.5517	.58585
X2Q28	87	3.00	5.00	4.6437	.50525
X2Q29	87	3.00	5.00	4.7701	.49886
YQ30	87	3.00	5.00	4.8506	.41843
YQ31	87	3.00	5.00	4.7126	.50366
YQ32	87	3.00	5.00	4.7471	.48748
YQ33	87	3.00	5.00	4.6667	.52088
YQ34	87	3.00	5.00	4.8391	.42791
YQ35	87	3.00	5.00	4.8506	.41843
YQ36	87	3.00	5.00	4.8391	.42791
YQ37	87	3.00	5.00	4.6322	.50842
YQ38	87	3.00	5.00	4.7701	.47498
YQ39	87	3.00	5.00	4.8391	.42791
YQ40	87	3.00	5.00	4.8276	.43687

Source: SPSS Results, 2021.

The results of descriptive statistics in the table above show that the transformational leadership variable has 21 statement items (X1Q1-X1Q21). Of all those items, items X1Q1, X1Q5, X1Q13 has the highest mean value and the same mean value is 4.9425. These results indicate that the leaders in the Regional Fisheries Office of Morowali District show a clear vision and mission (X1Q1); show an optimistic attitude (X1Q1); and can stimulate other people (subordinates) to be creative (X1Q13). Meanwhile, the lowest mean value is shown in item X1Q14 which states that the leader in the Regional Fisheries Office of Morowali District has never openly corrected or criticized subordinates with a mean value of 4.3218.

Meanwhile, the commitment variable is in items X2Q22-X2Q29. Based on the results in the table above, the item with the highest mean value is item X2Q22 which states that employees at the Regional Fisheries Office of Morowali District feel that they have a

high emotional bond with the organization. Meanwhile, the lowest item is X2Q27 which states that it is very difficult for employees to leave this organization because there are so many alternative jobs with high values. This means that it is very easy for employees at the Regional Fisheries Office of Morowali District to leave the service because they think that what they are doing has a low value.

Moreover, the employee performance variable (Y) of items YQ30-YQ40 shows that the highest mean is YQ30 and YQ35 has a mean value of 4.8506. The item states that the employee has talent in his field; and the level of employee attendance at the Regional Fisheries Office of Morowali District is very high. Meanwhile, the lowest item is YQ37 with a mean value of 4.6322. It indicates that employees at the Regional Fisheries Office of Morowali District lack training and development.

#### 4.4. Results of Hypothesis Testing

Hypothesis testing used multiple linear regression analysis of F-test (simultaneous) and t-test (partial). The results of the F-test (simultaneous) can be seen in the following table:

**Table 3.** Results of F-test (simultaneous)

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1216,954	2	608,477	218139	.000a
	Residual	234.310	84	2,789		
	Total	1451.264	86			

a. Predictors: (Constant), Commitment, Transformational Leadership

b. Dependent Variable: Employee Performance

Source: SPSS Results, 2021.

The table above shows that the Fcount value is 218,139 with a significance value of 0.000. If the Fcount is higher than Ftable, then the H0 is rejected and Ha is accepted. The results show that the Fcount value (218.139) is higher than Ftable (3.105), then the first hypothesis H0 is rejected and Ha is accepted. It means that transformational leadership and commitment simultaneously affect the employee performance of the Regional Fisheries Office of Morowali District.

Furthermore, a t-test (partial) was carried to find out the partial effect and the results can be seen in the following table:

**Table 4.** Results of t-test (partial)

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	9.913	3,589		2,762	.007
	Transformational Leadership	-.082	.037	-.105	-2,245	.027
	commitment	1.354	.067	.948	20197	.000



a. Dependent Variable: Employee Performance

Source: SPSS Results, 2021.

The table above shows that the tcount for the transformational leadership variable (X1) is -2.245 with a significance value of 0.027. If the tcount is higher than ttable, then the H0 is rejected and Ha is accepted. The results show that the tcount value (-2.245) is higher than ttable (1.663), then the second hypothesis H0 is rejected and Ha is accepted. It indicates that transformational leadership has an effect on the employee performance of the Regional Fisheries Office of Morowali District. The effect is indicated by a negative sign.

Moreover, the results of the t-test on the commitment variable show that the tcount value for the commitment variable (X2) is 20,197 with a significance value of 0.000. If the tcount is higher than ttable, then the hypothesis H0 is rejected and Ha is accepted. The test results in the table show that the tcount value (20.197) is higher than the ttable (1.663), then the third hypothesis H0 is rejected and Ha is accepted. It indicates that commitment has an effect on the employee performance of the Regional Fisheries Office of Morowali District.

The effect of transformational leadership and commitment on employee performance can be seen in the following table:

**Table 5.** Relationship and Effect of X on Y

<b>Model Summaryb</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.916a	.839	.835	1.67015

a. Predictors: (Constant), Commitment, Transformational Leadership

b. Dependent Variable: Employee Performance

Source: SPSS Results, 2021.

The table above shows the relationship between variables X and Y has an R-value of 0.916 (very strong), while the effect is indicated by an R Square value of 0.839. These results indicate that the influence of transformational leadership and commitment variables on employee performance reaches 83.9%, while the rest is influenced by other variables outside of the study. It means that the influence of variable X on variable Y is very large.

#### 4.5. Discussion

An increasing dynamic work environment requires each organization and company to produce the best performance so that the appropriate leadership, will encourage them to produce the best performance (Bhardwaj, Mishra, & Jain, 2021). To obtain good performance, transformational leadership is needed (Gao, Murphy, & Anderson, 2020). Each leader may have different styles, but each style must be applied in its place. Thus, if the style shown by the leader is not applied properly, it will not produce maximum employee performance.

Less optimal performance can also be influenced by the employee's commitment, and commitment can also affect employee performance. The results of this study generally show that transformational leadership and commitment affect employee performance. It

means that employees can show performance if they are led by leaders who show a transformational spirit and high commitment. This commitment is not only from the leader but also the employee as with commitment, the leader and employee or subordinate can be responsible for their work so that finally it can improve employee performance. Transformational leadership is very influential on commitment (Park & Pierce, 2020), and the presence of employees' commitment will result in better performance (Padave, Kanekar, & Chande, 2021).

Transformational leadership has a stronger effect on the success of an organization compared to other types of leadership (Abbas & Ali, 2021). Transformational leadership is indeed the basis for improving employee performance. Various studies have revealed that transformational leadership affects employee performance (Jensen, Potočnik, & Chaudhry, 2020; Sudibjo & Prameswari, 2021; Yang, Luu, & Qian, 2021).

The influence of transformational leadership and commitment to performance is indicated by some aspects. First, the leaders in the Regional Fisheries Office of Morowali District demonstrate a clear vision and mission; second, the leader shows an optimistic attitude; and third, the leader can stimulate other people (subordinates) to be creative. Meanwhile, the effect of commitment on employee performance is influenced by the employee's attitude at the Regional Fisheries Office of Morowali District who feel that they have a high emotional bond with the organization. It indicates that employees are very loyal to the Regional Fisheries Office of Morowali District.

The results of this study have proven that transformational leadership and commitment can influence employee performance which is influenced by the vision and mission, optimistic attitude, ability to influence subordinates, and commitment showed by employees' emotional bond to the organization. Transformational leadership affects good results on the performance of an organization/company or transformational leadership will produce and shape maximum performance (Jensen et al., 2020; Sudibjo & Prameswari, 2021; Yang et al., 2021). Meanwhile, in human resource management practice, the commitment that employees have will directly improve employee performance (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022; Sharma et al., 2021). Moreover, Wayoi et al. (2021) stated that commitment highly affects the results of performance.

Indeed, the effect of transformational leadership and commitment on employee performance has been widely studied, but each research location may produce different results as each location has its own characteristics. It means that transformational leadership and commitment can affect employee performance, but the dimensions or indicators of each variable at each research location may have different results. It is due to the different issues in each research location.

The results of this study indicate that transformational leadership and commitment are important in improving employee performance. It means that these research variables are appropriate to be used for government organizations as it is necessary to have transformational leadership and commitment to improving employee performance. Even, transformational leadership can affect employee commitment. Transformational leadership has a significant effect on the improvement of employee commitment. Otherwise, commitment is the key driving force for the success of transformational leadership (Kim, Im, & Shin, 2021).

Based on the results of this study, transformational leadership and commitment increase employee performance in government agencies. Therefore, other government agencies at various levels can apply it to improve employee performance. Leaders must adopt it as a guide in carrying out leadership to improve employee performance. Previous studies have also found that transformational leadership and commitment can influence

employee performance so that both leaders and employees in government agencies should possess both transformational leadership and commitment to solving the performance problems frequently complained about by the public. Therefore, the results of this study can contribute to the development of science and provide guidance for government agencies in improving their employee performance.

## V. Conclusion

Based on the results of the study and discussion, it can be concluded that transformational leadership and commitment affect the employee performance of the Regional Fisheries Office of Morowali District. The influence is very large so it can be seen that transformational leadership and commitment greatly affect the employee performance of government agencies. The results of descriptive statistics show that the leaders in this office show a clear vision and mission; show an optimistic attitude; and can stimulate other subordinates to be creative. However, they never openly corrected or criticized their subordinates indicated by a low score as the leader's closed attitude towards subordinates, especially in providing corrections and criticism.

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