

The Effect of Transformational Leadership and Organizational Culture on Organizational Commitment Role of Mediation Empowerment Military of Kodim 0510/Tigaraksa, Tangerang

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Abstract

This study aims to determine the effect of transformational leadership and organizational culture on organizational commitment by examining the mediation of empowering members at Kodim 0510/ Tigaraksa, Tangerang Regency. In total, 252 members completed an online questionnaire that assessed transformational leadership, organizational culture, empowerment, and organizational commitment. The organizational commitment model was tested using a structural equation model. The results showed that empowerment mediates the relationship between transformational leadership and organizational commitment, it also mediates the relationship between organizational culture and organizational commitment.

Keywords

transformational leadership; organizational culture; empowerment; organizational commitment; military.



I. Introduction

Until now, employee empowerment has become an important driver in the field of human resource management (Mufti, Xiaobao, Shah, Sarwar, and Zhenqing, 2020). Although empowerment is not new, it is still an important aspect to improve the performance of organizational members (Echebiri, Amundsen, and Engen, 2020). Empowerment gets special attention not only in the developed and developing world but also in Indonesia because it is an effective way to correct deficiencies within the organization (Yunus, Iis, Adam, and Sofyan, 2020). Empowerment thus becomes a desirable value in both the public and private sectors. The Indonesian National Army as one of the organizations is concerned with empowering members through training, education and development programs (Meideri and Anwar, 2021; Widodo, Sudaryani, Winarna,

Dimitriades (2005) states that organizations with large power distances do not create an environment that fosters empowerment. The doctrine of empowerment also supports a low formalization environment. There should not be too many detailed policies or procedures to allow employees to exercise their own discretion. A large power distance and a high formal environment, such as the military, will thus be less vulnerable to empowerment. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The sociological approach to empowerment emphasizes the act of giving power to an employee. However, it is also important to determine whether the act of empowerment leaves individuals with subjective feelings of empowerment, as there is no guarantee that organizational practices will themselves create subjective feelings of empowerment in individuals (Conger and Kanungo, 1988). This subjective experience of empowerment is

defined as psychological empowerment and the focus is on the individual. Menon (2001) warns, however, that the sociological and psychological approaches are not mutually exclusive, but rather guarantee a comprehensive picture of the phenomenon.

Creating a highly empowered workforce is the goal of almost all organizations in contemporary workforce settings. However, the lack of literature supporting widespread empowerment in general and psychological empowerment in particular limits understanding of the subject (Spreitzer, 1995b). Despite its significance in management theory, the construct is still lacking in supporting ideas and scientific research which results in confusion related to the construct (Conger and Kanungo, 1988). Empowerment in this context includes the decision-making ability of an employee and the relationship experienced by an employee with his own work.

Empowerment is the acquisition of control by individuals over the affairs of employees whereas if it is connected to a psychological context it will refer to an intrinsic increase in their well-being (Christens, Peterson, and Speer, 2014). According to Corsun and Enz (1999), the key factor that generates an organization's competitive advantage is the work culture adopted by the people in it. Therefore, psychologically empowered staff are very likely to contribute to the subject. Seeing this from a defense perspective, a very powerful military force is able to effectively interfere with enemy operations to further secure the safety of the nation and its people (Vargas, 2009).

However, this deviates from the traditional practice of regimental culture within military forces where a low-ranking soldier is essentially expected to act only in accordance with orders given (Kotze, Menon, dan, Vos, 2007a). Empowerment increases the feeling of satisfaction experienced by a soldier towards his job (Dabaghi, Taghva, and Minashiri, 2013). Empowerment is very important in enabling employees to have decision-making authority so that immediate solutions can be provided whenever needed and this is completely contrary to the typical belief that empowerment robs management of control over employees (Chiang and Jang, 2008).

Globalization and technological advances have contributed to the expansion of the battlefield, giving rise to significant changes in the pattern of war precedent. This requires a more impulsive force capable of making immediate decisions when performing rapid surgeries (Kirkland, 1990). Hence, empowerment is preferable to traditional autocratic means of command. Empowerment of military forces is important to develop a more reliable and responsible force. However, this must be done carefully so as not to affect the hierarchical and patriarchal culture of the military.

II. Research Method

This study uses a descriptive explanatory quantitative approach. Descriptive is used in interpreting, analyzing, and presenting data from research variables. Furthermore, this study examines the direct influence of transformational leadership (X1) and organizational culture (X2) on organizational commitment (Y), transformational leadership (X1) and organizational culture (X2) on empowerment (Z), as well as indirect transformational leadership (X1) mediated empowerment (z) on organizational commitment (Y), and organizational culture (X2) mediated empowerment (Z) on organizational commitment (Y).

Transformational leadership 19 items designed by Bass and Avolio (2000) to examine four dimensions (ideal influence, inspirational motivation, intellectual stimulation, individual attention). The aim was to obtain perceptions of the way of

leadership from followers in organizational settings that show consistency with previous research.

Four types of cultural orientation: group culture, developmental culture, rational culture, and hierarchical culture. Each of the four cultural orientations represents different values about motivation, leadership, and strategic orientation in organizations. The assumptions of the competing values framework are that the four cultural orientations are ideals and that organizations rarely reflect only one type of cultural orientation, but that their culture is a combination of the four cultural orientations (Denison and Spreitzer, 1991). As McDermott and Stock (1999) and other studies have found, the four cultural orientations are not mutually exclusive. Organizational emphasis on the four cultural orientations can vary independently (Quinn and Spreitzer, 1991). This study used the instrument Quinn and Spreitzer (1991), which contains a 16-item Likert scale to measure four cultural orientations. This study uses a discrete five-point Likert scale with end points of “strongly disagree (= 1)” and strongly agree (= 5).”

Empowerment was assessed using a 12-point psychological empowerment scale developed by Spreitzer (1995b). It consists of three items for each of the four dimensions (meaning, competence, self-determination, and impact). The instrument was used in previous empowerment research (Thomas and Velthouse, 1990; Zimmerman, 1990) and is consistent with previous research (Pradhan and Panda, 2019).

Organizational commitment was assessed using a nine-point scale developed by Cook and Wall (1980). This scale measures three basic components of organizational commitment: identification (three items), engagement (three items), and loyalty (three items). Sample items: “I am quite proud to be able to tell people about the organization I work for” (identification), “I feel like I belong to the organization” (engagement), “To know that my own work has contributed to the good of the environment I will please me” (loyalty). Ratings are completed on a five-point scale (1 Strongly disagree to 5 = Strongly agree).

All questionnaires in this study used a measurement scale in the form of a Likert scale of 1-5, where 1 for "Strongly Disagree" and 5 for "Strongly Agree."

III. Result and Discussion

3.1 Test Instrument Validity and Reliability

To see the effect of the independent variable on the dependent variable and to test the hypothesis proposed in the study, Structural Equation Modeling (SEM) analysis was used which in this study used the SmartPLS 3.3.3 application. There are two main stages in SEM analysis with SmartPLS, namely the analysis of the outer model and the analysis of the inner model which will be described as follows:

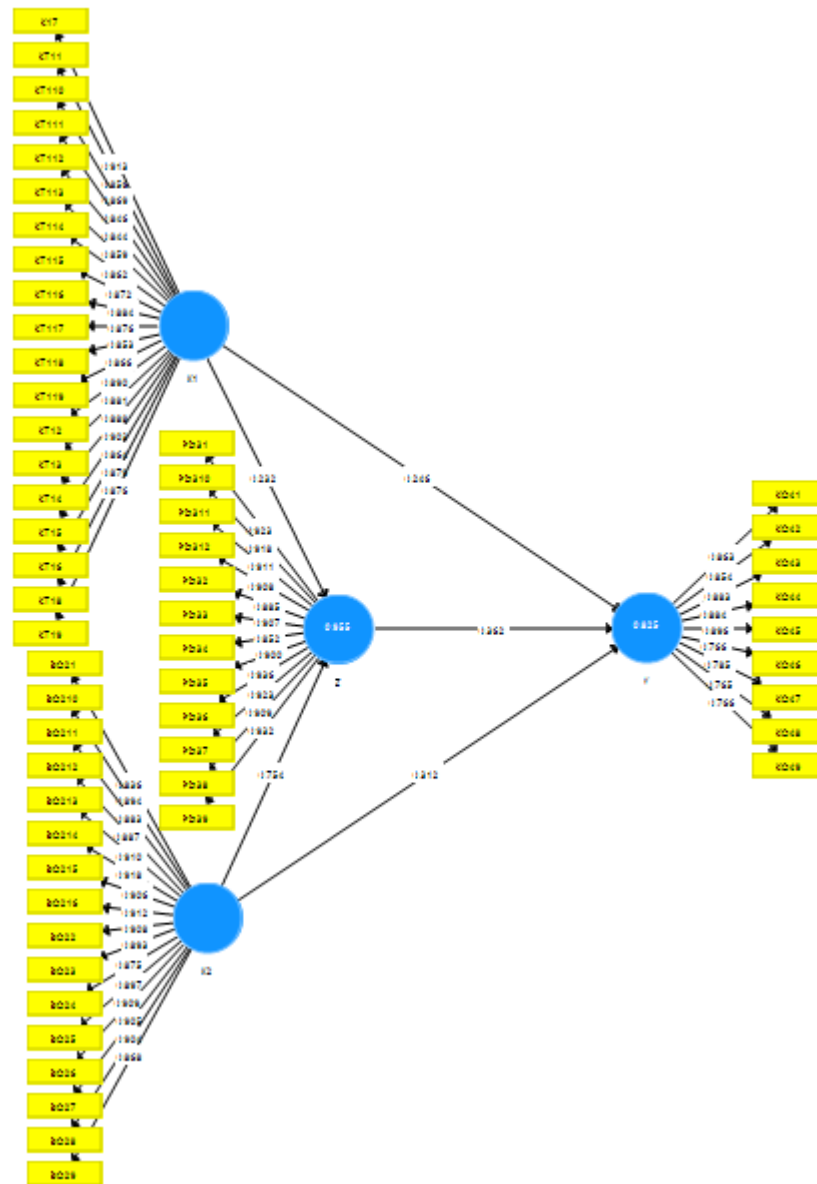


Figure 1. Structural Equation Model Research

3.2 Testing the Measurement Model (Outer Model)

In the analysis phase of the measurement model (outer model), there are two things to be analyzed, namely validity analysis (convergent validity, discriminant validity) and reliability analysis (Cronbach's alpha and composite reliability) (Hair, Hult, Ringle, and Sarstedt, 2017). The following presents the results of data processing using the SmartPLS application which can explain the analysis of the measurement model (outer model).

3.3 Convergent Validity

Validity testing is carried out to determine whether the measuring instrument used can perform its function properly. Validity describes a measure that can accurately describe the concept to be measured. To measure the validity in SmartPLS, it can be seen in the loading factor value for each dimension and for each variable seen from the convergent validity results, in which the dimensions and variables are considered valid if they have a correlation value of more than 0.7 (Hair et al., 2017). The results of the loading factor and convergent validity testing are presented in the table below:

Table 1. Outer Loading Dimension Test Results (Convergent Validity)

Variable	Indicator	Loading	Standard	Information
Organizational culture	BO21	0.836	0.7	Received
	BO210	0.894	0.7	Received
	BO211	0.883	0.7	Received
	BO212	0.887	0.7	Received
	BO213	0.910	0.7	Received
	BO214	0.918	0.7	Received
	BO215	0.906	0.7	Received
	BO216	0.912	0.7	Received
	BO22	0.908	0.7	Received
	BO23	0.893	0.7	Received
	BO24	0.875	0.7	Received
	BO25	0.897	0.7	Received
	BO26	0.909	0.7	Received
	BO27	0.905	0.7	Received
	BO28	0.904	0.7	Received
	BO29	0.868	0.7	Received
	BO312	0.908	0.7	Received
	K17	0.913	0.7	Received
Organizational Commitment	KO41	0.863	0.7	Received
	KO42	0.854	0.7	Received
	KO43	0.883	0.7	Received
	KO44	0.884	0.7	Received
	KO45	0.896	0.7	Received
	KO46	0.766	0.7	Received
	KO47	0.785	0.7	Received
	KO48	0.765	0.7	Received
KO49	0.766	0.7	Received	
Transformational leadership	KT11	0.856	0.7	Received
	KT110	0.869	0.7	Received
	KT111	0.846	0.7	Received
	KT112	0.844	0.7	Received
	KT113	0.859	0.7	Received
	KT114	0.862	0.7	Received
	KT115	0.872	0.7	Received
	KT116	0.884	0.7	Received
	KT117	0.876	0.7	Received
	KT118	0.853	0.7	Received
	KT119	0.866	0.7	Received
	KT12	0.890	0.7	Received
	KT13	0.881	0.7	Received
	KT14	0.888	0.7	Received
	KT15	0.903	0.7	Received
KT16	0.864	0.7	Received	
KT18	0.879	0.7	Received	
KT19	0.876	0.7	Received	

Variable	Indicator	Loading	Standard	Information
Empowerment	PD31	0.923	0.7	Received
	PD310	0.918	0.7	Received
	PD311	0.911	0.7	Received
	PD32	0.885	0.7	Received
	PD33	0.907	0.7	Received
	PD34	0.852	0.7	Received
	PD35	0.900	0.7	Received
	PD36	0.936	0.7	Received
	PD37	0.923	0.7	Received
	PD38	0.909	0.7	Received
PD39	0.932	0.7	Received	

The loading factor value can be seen from the table above, where this value indicates the magnitude of the relationship between each latent variable to each of its dimensions. The loading factor value can be seen directly in the output outer setting on the results of the SmartPLS algorithm. Based on the results of the convergent validity test shown in the table above, it can be stated that all dimensions are valid because they have a loading factor value that has exceeded the minimum standard of 0.7 (Hair et al., 2017).

Table 2. Test Results Average Variance Extracted (Convergent Validity)

	Average Variance Extracted (AVE)
BO	0.800
KO	0.690
KT	0.762
PD	0.826

The second measure of convergent validity is the average variance extracted (AVE) value, where the variable is declared valid if the AVE value exceeds 0.5 (Hair et al., 2017). Based on the results of the loading factor and AVE above, it can be concluded that the four latent variable constructs (BO, KO, KT and PD) have good validity (AVE > 0.5) which means that the information in each latent variable can be reflected through its manifest variables.

3.4 Discriminant validity

Discriminant validity is used to prove whether the dimensions of a construct will have a greater value in the construct it forms than the value with other constructs. The results of discriminant validity can be seen in the cross-loading table below.

Table 3. Cross Loading Dimension Test Results (Discriminant Validity)

	BO	KO	KT	PD
BO21	0.836	0.773	0.808	0.812
BO210	0.894	0.780	0.845	0.883
BO211	0.883	0.812	0.852	0.866
BO212	0.887	0.814	0.831	0.862
BO213	0.910	0.801	0.877	0.895
BO214	0.918	0.822	0.869	0.912

BO215	0.906	0.813	0.864	0.899
BO216	0.912	0.810	0.869	0.916
BO22	0.908	0.810	0.878	0.860
BO23	0.893	0.785	0.830	0.846
BO24	0.875	0.767	0.826	0.843
BO25	0.897	0.819	0.846	0.865
BO26	0.909	0.822	0.865	0.879
BO27	0.905	0.815	0.850	0.878
BO28	0.904	0.825	0.867	0.866
BO29	0.868	0.798	0.826	0.857
BO312	0.889	0.870	0.859	0.908
K17	0.884	0.800	0.913	0.884
KO41	0.863	0.863	0.841	0.871
KO42	0.831	0.854	0.843	0.845
KO43	0.836	0.883	0.813	0.838
KO44	0.848	0.884	0.829	0.855
KO45	0.850	0.896	0.839	0.850
KO46	0.591	0.766	0.584	0.584
KO47	0.603	0.785	0.581	0.589
KO48	0.574	0.765	0.581	0.570
KO49	0.585	0.766	0.582	0.571
KT11	0.750	0.717	0.856	0.744
KT110	0.869	0.832	0.869	0.858
KT111	0.841	0.809	0.846	0.843
KT112	0.746	0.727	0.844	0.735
KT113	0.755	0.736	0.859	0.743
KT114	0.762	0.715	0.862	0.761
KT115	0.778	0.734	0.872	0.775
KT116	0.851	0.803	0.884	0.859
KT117	0.795	0.742	0.876	0.787
KT118	0.836	0.737	0.853	0.821
KT119	0.860	0.797	0.866	0.840
KT12	0.855	0.791	0.890	0.859
KT13	0.852	0.798	0.881	0.864
KT14	0.857	0.800	0.888	0.865
KT15	0.886	0.788	0.903	0.877
KT16	0.835	0.760	0.864	0.852
KT18	0.866	0.788	0.879	0.877
KT19	0.857	0.807	0.876	0.857
PD31	0.907	0.805	0.861	0.923
PD310	0.891	0.826	0.869	0.918
PD311	0.888	0.863	0.872	0.911
PD32	0.859	0.783	0.833	0.885
PD33	0.887	0.831	0.869	0.907

PD34	0.828	0.753	0.807	0.852
PD35	0.893	0.787	0.857	0.900
PD36	0.911	0.826	0.885	0.936
PD37	0.893	0.804	0.877	0.923
PD38	0.886	0.813	0.871	0.909
PD39	0.897	0.850	0.889	0.932

The value of cross loading is obtained by comparing the magnitude of the relationship of each dimension to the variable, or as reflected by the value of factor loading, with the magnitude of the relationship of each dimension to other variables. To get valid results, the magnitude of the relationship of each dimension to the variable must be greater than the relationship of each dimension to the other variables. From the cross-loading table above, it is found that the factor loading of each dimension of the latent variable (in bold) is proven to be greater than the relationship to other latent variables so that it can be concluded that discriminant validity is met.

3.5 Cronbach's Alpha and Composite Reliability

After the validity test is met, the next step will be to test the reliability of the measurement model by taking into account two criteria, namely Cronbach's alpha and composite reliability obtained by looking at the output overview on the results of the SmartPLS algorithm. The recommended value to meet the reliability of the measurement structure is above 0.700 (Hair et al., 2017). The following are the results of Cronbach's alpha and composite reliability tests on each research variable.

Table 4. Cronbach's Alpha Test Results and Composite Reliability (Discriminant Validity)

	Cronbach's Alpha	Composite Reliability
BO	0.983	0.985
KO	0.944	0.952
KT	0.983	0.984
PD	0.981	0.983

The table above shows that the results of Cronbach's alpha and composite reliability tests are reliable, where all variables have values exceeding the recommended values, this indicates that the measurement model has good reliability.

Based on the test results above, it can be stated that the measurement model is valid and reliable so that it meets the requirements for further analysis (inner model and hypothesis testing).

3.6 Structural Model Testing (Structural Model/Inner Model)

In the structural model analysis stage (inner model), there are two things that become testing tools, namely the analysis of R Square (R²), Q Square (Q²) (Hair et al., 2017) and the t-statistical test to test the partial hypothesis obtained by using Bootstrapping calculations on the SmartPLS application.

3.7 R Square (R²) Analysis

R Square (R²) analysis was performed on each endogenous latent variable which showed how much influence the endogenous latent variable received from each exogenous

variable that contributed to it. The greater the value of R2 indicates the greater the influence received by the endogenous variables (Hair et al., 2017).

Table 5. Analysis of R Square (R2) on Endogenous Variables

	R Square	R Square Adjusted
KO	0.825	0.823
PD	0.955	0.955

Based on the table above, the variable of organizational commitment (KO) is influenced by the variables studied simultaneously at R2 = 82.5% and the remaining 17.5% is influenced by other variables outside the variables studied. The empowerment variable (PD) is influenced by transformational leadership (KT) and organizational culture (BO) simultaneously by R2 = 95.5%, and the remaining 4.5% is influenced by other variables outside the variables studied.

3.8 Q Square (Q2) analysis

The value of Q square is used to see the goodness in the structural model where if Q2 > 0 indicates the model has predictive relevance and if the model Q2 < 0 indicates the model has no predictive relevance. Based on the analysis, the Q2 value for KO is 0.541, while the Q2 value for PD is 0.783. where this value > 0 which indicates that the model has good predictive relevance.

Table 6. Analysis of Q Square (R2) on Endogenous Variables

	SS O	SS E	Q ² (=1- SSE/SSO)
BO	40 00,000	40 00,000	
KT	47 50,000	47 50,000	
Latent Variable 1	30 00,000	65 0,826	0.783
Latent Variable 2	22 50,000	10 33,676	0.541

3.9 Hypothesis Test Results

Hypothesis testing is used to test the presence or absence of the influence of the independent variable on the dependent variable. In SmartPLS to test the significance of the path coefficient using bootstrap with a significance level of 5%. The results of the calculations to test the hypothesis are presented in the following figures and tables.

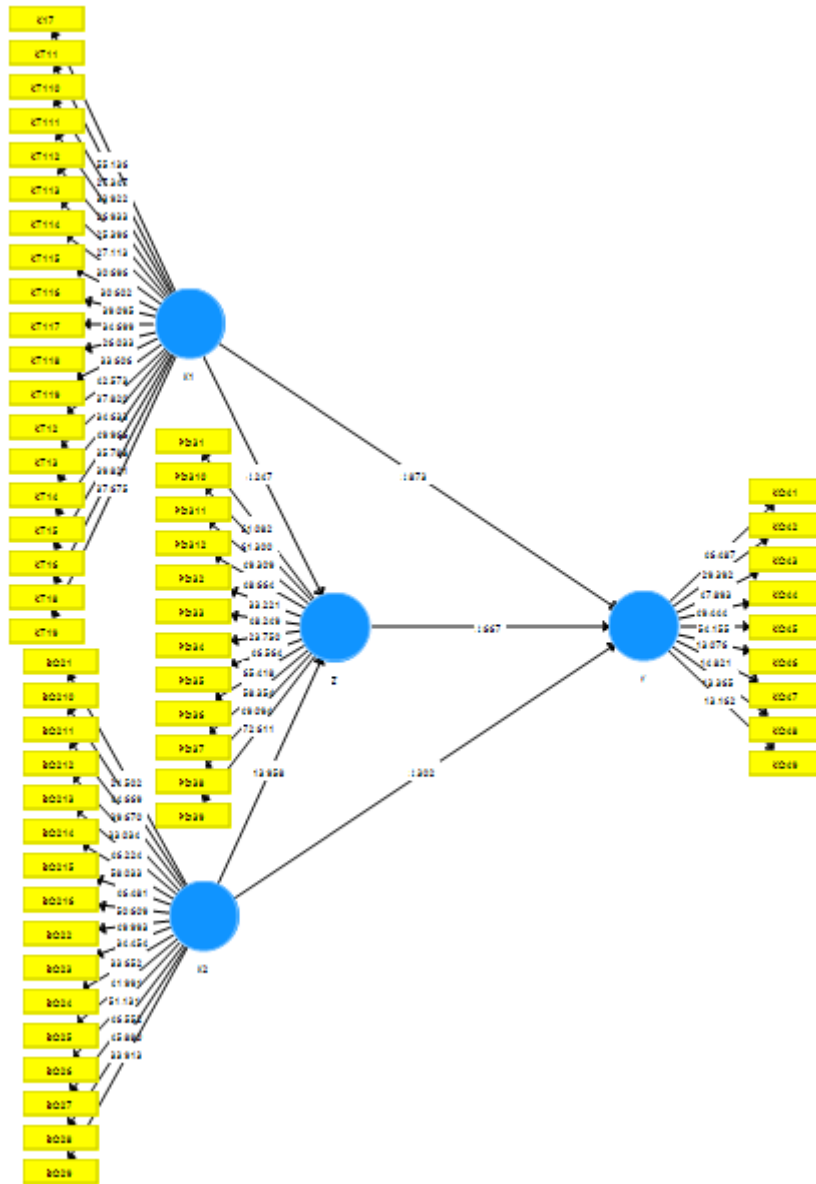


Figure 2. Calculated T Value (Inner Model)

Table 7. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
BO -> KO	0.312	0.315	0.141	2.210	0.028	Significant
BO -> PD	0.754	0.745	0.051	14,835	0.000	Significant
KT -> KO	0.246	0.247	0.098	2.521	0.012	Significant
KT -> PD	0.232	0.241	0.052	4,500	0.000	Significant
PD -> KO	0.362	0.357	0.151	2,396	0.017	Significant

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
KT -> PD -> KO	0.084	0.086	0.041	2,065	0.039	Significant
BO -> PD -> KO	0.273	0.266	0.115	2,381	0.018	Significant

3.10 Discussion

a. The Effect of Transformational Leadership on Organizational Commitment

The first finding of this study is that there is a positive and significant effect of transformational leadership on organizational commitment. The results of this study were supported by Avolio, Zhu, Koh, and Bhatia. (2004) who found a positive relationship between transformational leadership and organizational commitment. A key aspect of transformational leadership is its emphasis on follower development. Transformational leaders evaluate the potential of all followers in terms of their ability to fulfill current commitments, while also envisioning the expansion of their future responsibilities (Dvir, Eden, Avolio, and Shamir, 2002).

The results of this study are also supported by Walumbwa and Lawler (2003) who state that transformational leadership explains a significantly larger proportion of variance in work-related attitudes, especially organizational commitment and satisfaction with coworkers compared to perceived withdrawal behavior. This result can be explained by the idea that transformational leaders' emphasis on collective achievement and goals is consistent with collectivism. For example, transformational leaders through intellectual stimulation cause followers to become attached to their organizations and encourage them to go beyond their own self-interest and work toward group goals leading to long-term commitment.

Podsakoff, MacKenzie, Moorman, and Fetter (1990) found that in order to foster organizational commitment in organizational members to change, the application of a transformational leadership model is seen as necessary, especially with behaviors that articulate the vision, provide the right model, foster group-goal demands, and individual support. It was also explained that transformational leadership has a significant positive effect on employee commitment in the organization. The research of Joo, Yoon, and Jeung (2012) also corroborates by finding in their research that core self-evaluation and transformational leadership contribute to organizational commitment. More specifically, employees show higher organizational commitment when they exhibit higher core self-evaluations (i.e., self-esteem, general self-efficacy, locus of control, and emotional stability). Employees also show higher organizational commitment when employees perceive their superior's leadership in a transformative manner (i.e., articulation of vision, promotion of group goals, and intellectual stimulation).

b. The Influence of Organizational Culture on Organizational Commitment

The second hypothesis is that there is a positive and significant influence of organizational culture on organizational commitment. The hypothesis is supported by Yiing and Ahmad (2009) who found that organizational culture in general has a significant moderating effect on the relationship between leadership behavior and organizational

commitment, except for the relationship between directive leadership behavior and organizational commitment in a bureaucratic environment. Bureaucratic, innovative and supportive culture had a significant moderating effect on the relationship between participatory and supportive leadership behavior and organizational commitment. The relationship between directive leadership behavior and organizational commitment was significantly moderated by an innovative and supportive culture; however, bureaucratic culture did not significantly moderate this relationship.

This finding is in accordance with Li's (2004) research that the effect of different leadership behaviors on organizational commitment depends on organizational culture. Although all three types of organizational culture moderated the relationship between directive, participatory and supportive leadership behaviors with commitment by negatively impacting them, bureaucratic culture was found to have the least effect. Leaders should be aware of this when they seek to influence employees and achieve their organizational goals, the success of which can depend on the type of organizational culture practiced.

Regardless of the conditions in the labor market, committed employees are always an important and valuable organizational resource (Li, 2004). The finding that directive leadership styles are not influenced by the bureaucratic environment in generating commitment provides further evidence that certain leadership styles may be effective in one culture, but may be unfavorable (or ineffective) in another.

c. The Effect of Empowerment on Organizational Commitment

The third hypothesis is that there is a positive and significant effect of empowerment on organizational commitment. This result is supported by Joo and Shim (2010) who found that psychological empowerment and organizational learning culture have a positive and significant effect on the level of employee organizational commitment. In addition, the moderating effect of organizational learning culture was found to be significant. Among the four dimensions of psychological empowerment, meaning, self-determination and impact showed a positive and significant relationship with organizational commitment.

These results are consistent with findings in previous research studies (Avolio et al. 2004). The results of research by Joo and Shim (2010) show that meaning has the strongest influence on the commitment of public sector employees. In other words, employees feel higher organizational commitment when task goals or objectives are met with individual values. This study also found that although the correlation coefficient between competence and organizational commitment was significant, the competency regression coefficient was not significant.

The results are seen because most of the previous results found direct and indirect effects of competence on organizational commitment. A possible explanation for this finding is that training programs in Korean civil servants are mandatory, emphasizing moral or attitude issues rather than knowledge and skills-based on-the-job training. Joo and Shim (2010) also believe that building competence is not a problem for employees' organizational commitment, because most public sector employees in Korea have relatively strong job security, which makes employees more complacent than motivated to build their competence.

d. The Effect of Transformational Leadership on Empowerment

Several studies support the fourth hypothesis, namely that there is a positive and significant effect of transformational leadership on empowerment, among which Özaralli (2003) examines the effect of transformational leadership on empowerment and perceived

effectiveness of the team. Zaralli (2003) found a moderate positive effect of transformational leadership on empowerment. These results confirm the previous argument put forward by transformational leadership researchers. For example, Avolio and Bass (1995) argue that transformational leaders tend to provide mentoring and coaching to their followers so that they develop self-confidence. Bass (1999) also argues that transformational leaders try to develop followers' potential to help followers become self-reliant.

Transformational leaders do play a role in empowering their followers. When leaders delegate responsibilities, and increase team members' sense of personal control, team members are more likely to experience meaning, impact, and autonomy in their work because they take on more responsibility (Thomas and Velthouse, 1990). In particular, and consistent with the findings of previous research by Kark and Shamir (2002), transformational leadership was found to have a positive relationship with employee empowerment. These results suggest that leaders may have a more direct role in influencing their employees' levels of cynicism than empowerment. This might be somewhat to be expected given the cynicism's focus on change. Given that leaders are often instruments of change in organizations.

e. The Influence of Organizational Culture on Empowerment

The fifth hypothesis is that there is a positive and significant influence of organizational culture on empowerment. The results of this study are supported by Akar and Ertürk (2010) by providing information on the pattern of improving the innovation ability of SMEs both by considering the combined effect of organizational culture and perceived empowerment, and comparing small and medium-sized organizations in terms of this combined effect on innovation ability. In his study, empowerment is considered as an antecedent of innovation capability and a consequence of organizational culture.

The results of Sigler and Pearson's (2000) study indicate that employees who work in organizations that are oriented and collectivism high/organizational culture (measured by orientation, collectivism, and power distance) feel more empowered than employees who work in organizations that tend to be oriented and individualistic. In doing cultures where people want to take over and control their environment, employees feel more empowered. Likewise, employee empowerment is higher in collective cultures where an emphasis on groups or teams is the norm.

f. Empowerment Mediates the Effect of Transformational Leadership on Organizational Commitment

The sixth hypothesis is that empowerment mediates a positive and significant effect of transformational leadership on organizational commitment. The results of this study are supported by Avolio et al. (2004) who found that the relationship between transformational leadership was only slightly related to the level of follower empowerment and organizational commitment based on correlational analysis and not significantly related to the HLM (Hierarchical Linear Modeling) analysis. It is possible that close followers are more likely to notice some inconsistency in their leader's behavior, which could affect how committed they are to the organization, as well as how empowered they are. In addition, the latitude for lower-level supervisors to empower their immediate followers is limited,

Avolio et al. (2004) also found that transformational leadership influences psychological outcomes by showing that feelings of psychological empowerment mediate the relationship between transformational leadership and organizational commitment at the NO (Nursing Officer) level (Jung and Avolio, 1999). In the sample of hospital nurses, the

results of Avolio et al. (2004) suggest that differences in employees' levels of organizational commitment can be explained in part by differences in how empowered employees feel with respect to working with their more senior and indirect supervisors. The findings of Avolio et al. (2004) confirmed previous research (Spreitzer, 1995b; Thomas and Velthouse, 1990; Wayne, Liden).

g. Empowerment Mediates the Effect of Organizational Culture on Organizational Commitment

The last hypothesis is that empowerment mediates the positive and significant influence of organizational culture on organizational commitment. The results of this study are supported by Moon (2000) who found that on the other hand, these results provide a careful view of the effectiveness of continuing the initiative of Kodim 0510/Tigaraksa Tangerang Regency in revitalizing food security through monetary incentives. Unlike private managers, public managers do not appear to be effectively motivated by the expected pay-for-performance factor and pay-for-performance may not pay as well as expected unless a bridge is broken between extrinsic motivational factors and organizational commitment.

There will be many management and financial challenges as the task requires long-term political, financial and managerial commitment. Meanwhile, Kodim 0510/Tigaraksa Tangerang Regency should continue to work on increasing intrinsic motivation by increasing public support for food security, providing more learning opportunities, and improvement of the work environment. Similarly, some new management initiatives of Kodim 0510/Tigaraksa Tangerang Regency such as management through empowerment and clarity of purpose can contribute to organizational commitment by facilitating participatory intrinsic motivation and collegial organizational culture.

IV. Conclusion

Based on the results of the study, the research can be concluded as follows.

1. There is a positive and significant influence of transformational leadership on organizational commitment at Kodim 0510/Tigaraksa, Tangerang Regency.
2. There is a positive and significant influence of organizational culture on organizational commitment at Kodim 0510/Tigaraksa, Tangerang Regency.
3. There is a positive and significant effect of empowering members on organizational commitment at Kodim 0510/Tigaraksa, Tangerang Regency.
4. There is a positive and significant influence of transformational leadership on the empowerment of members at Kodim 0510/Tigaraksa, Tangerang Regency.
5. There is a positive and significant influence of organizational culture on the empowerment of members at Kodim 0510/Tigaraksa, Tangerang Regency.
6. There is a positive and significant indirect effect of transformational leadership on organizational commitment mediated by the empowerment of members at Kodim 0510/Tigaraksa, Tangerang Regency.
7. There is a positive and significant indirect effect of organizational culture on organizational commitment mediated by empowering members at the Kodim 0510/Tigaraksa Tangerang Regency.

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