

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# Effect of Transformational Leadership on Affective Commitment: Trust in Leadership as a Mediator at the Regional Development Planning Agency of Provinsi Sumatera Barat

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## ABSTRACT

Affective commitment is an emotional attachment of employees to an organization that plays an important role in maintaining loyalty and work effectiveness. At the Regional Development Planning Agency (Bappeda) of West Sumatra Province, low attendance rates and high absenteeism without explanation indicate weak affective commitment among employees, despite the implementation of transformational leadership. This gap highlights the need for research on the role of trust in leaders in strengthening the relationship between transformational leadership and affective commitment. This study draws on Social Exchange Theory (Blau, 1964), which states that mutually beneficial work relationships enhance trust and employee engagement. Inspiring and fair leaders encourage employee loyalty as a form of reciprocity. This study uses a quantitative approach with the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Data were collected from 74 employees of the Regional Development Planning Agency (Bappeda) of West Sumatra Province. The findings of this study conclude that: (1) Transformational leadership has a negative and insignificant effect on affective commitment, (2) transformational leadership has a positive and significant effect on trust in leaders, (3) trust in leaders has a positive and significant effect on affective commitment, (4) trust in leaders significantly mediates the influence of transformational leadership on affective commitment. This study emphasizes the importance of building trust between leaders and employees as a strategy to enhance affective commitment and organizational affectivity, particularly in the context of public organizations such as Bappeda.

**Keywords:** Transformational Leadership, Trust in Leadership, Affective Commitment, Bappeda.

**JEL Code:** M12, D23, H83

## I. Introduction

Human resources are a vital asset that can significantly determine a company's competitive advantage and success in achieving its goals. To support this, employees are needed who have the willingness, ability, skills, and good work attitudes. Human resource management is the art and science of managing roles and work relationships efficiently and effectively for the benefit of the organization,



individuals, and society (Nugroho et al., 2022). One of the main aspects of human resource management is leadership. Leadership is an effort to influence others in order to achieve success. Leaders play a crucial role in directing, motivating, and facilitating employees to achieve organizational goals effectively. In this context, transformational leadership style has gained widespread attention due to its ability to inspire, motivate, and build strong working relationships between leaders and subordinates. Transformational leadership is also an important factor in an organization that fosters strong commitment among its employees, because the behavior of leaders determines how an organization operates (et al., 2023).

The leadership style of the organization determines organizational orientation. Since leadership contributes to organizational goals, it is the actions and practices of leaders that encourage their followers to achieve them (Angelica et al., 2022). Transformational leaders not only motivate and inspire employees, but also develop their potential and strengthen working relationships between leaders and employees (Mahyadi Mahyadi et al., 2023). Various studies explain that transformational leadership not only motivates individuals to act but also encourages self-development and enhances employees' potential. This leadership style has been proven to increase trust in leaders and strengthen employees' emotional commitment to the organization (Jiatong et al., 2022). Affective commitment is an important indicator of employees' emotional attachment to the organization. Employees with high affective commitment tend to exhibit loyalty, responsibility, and enhanced work motivation, thereby supporting organizational stability and effectiveness, particularly in the public sector. Conversely, low commitment can lead to high absenteeism, tardiness, and a desire to leave the organization at the first opportunity. (Xia et al., 2023) .

Research conducted by Yulianingsih and Rahyuda (2020) also explains that affective commitment describes employees' emotional attachment to the organization. Employees with low organizational commitment are more likely to leave at the first opportunity for better jobs. They have a firm intention to leave, so, like employees with low work engagement, they are difficult to motivate to stay in the organization. In the context of government organizations, employee commitment is a key factor in maintaining the stability and effectiveness of public services. One institution that requires a high level of commitment from its employees is Bappeda, which plays a key role in regional planning and development (Rovita et al., 2024). In the context of government organizations, affective commitment plays a crucial role in maintaining performance and accountability in public services (Prastikawati et al., 2023). One government institution that is highly dependent on the involvement and commitment of its employees is the Regional Development Planning Agency (Bappeda) (Lubis et al., 2024). Bappeda plays a strategic role in formulating, supervising, and evaluating development planning to ensure it aligns with the region's vision and mission, as well as the community's needs. The West Sumatra Provincial Bappeda (Bappeda) is the institution responsible for regional development planning, which plays a strategic role in ensuring sustainable and effective development. The West Sumatra Provincial Bappeda also plays an important role in planning and overseeing the implementation of regional development to ensure it is in line with the established vision and mission, as well as meeting the needs and aspirations of the people of West Sumatra.

In an era of globalization marked by dynamics and increasingly complex challenges, public organizations are required to adapt and improve their performance continually. One of the key factors that can influence organizational effectiveness is the quality of leadership. Transformational leadership has become a significant focus in management research because of its ability to inspire and motivate employees to achieve higher organizational goals. Many organizations, including the West Sumatra Provincial Development Planning Agency (Bappeda), face challenges in enhancing employees' affective commitment. Lack of trust in leaders and ineffective leadership styles can be causes of low affective commitment. In West Sumatra Province, the Regional Development Planning Agency (Bappeda) plays a crucial role in formulating and implementing regional development policies. In this context, effective leadership is crucial to ensure employees' affective commitment, which, at the individual level, can enhance organizational performance and productivity (Nugroho et al., 2022). The phenomenon of low affective commitment among employees has begun to emerge within the Bappeda of West Sumatra Province. This phenomenon serves as an initial indication of issues related to employee commitment. Based on direct observations by the author of several

employees at the Bappeda of West Sumatra Province, and based on attendance data presented in the table below.

**Table 1. Recap of Absences of Civil Servants at the Regional Development Planning Agency for December 2024**

Category	Number of Employees	Percentage of Total (%)
Total Employees	75	100
Average Attendance	-	39.99
Employees with attendance < 50%	50	67.5
Employees with TK > 5 days	72	97
Employees with TK > 10 days	67	90.54

Employee attendance in an agency is one of the indicators of work discipline that affects organizational effectiveness. Based on the summary of employee attendance at the West Sumatra Provincial Development Planning Agency (Bappeda) in December 2024, it was found that the attendance rate was still relatively low. Of the 75 employees recorded, the average attendance was only 39.99% of working days. Additionally, 50 employees (67.57%) had an attendance rate below 50%, while 72 employees (97.30%) had unexcused absences (TK) exceeding 5 days, and 67 employees (90.54%) were absent for more than 10 days in a single month. The high absence rate is caused by the large number of employees who are absent without an apparent reason. This absence has the potential to negatively impact organizational performance and hinder the achievement of regional development objectives. One factor that can influence employee discipline and commitment is the leadership style applied in the organization. Transformational leadership, which emphasizes inspiration, motivation, and strong relationships between leaders and subordinates, is believed to enhance employees' affective commitment, i.e., their emotional attachment to the organization (Indradewa et al., 2020).

Although attendance data cannot be directly used as a definitive measure of low affective commitment, previous studies, such as research by Saks (2006) and supported by recent research (Raharjo et al., 2023), indicate that affective commitment can be reflected in employee behavior such as discipline, participation, and a sense of ownership toward the organization. Additionally, trust in leaders serves as a mediating factor that plays a crucial role in strengthening the relationship between transformational leadership and employees' affective commitment (Sitanggang, 2020). If employees have high trust in their leaders, they tend to be more loyal, dedicated, and have higher work motivation. Conversely, low trust in leaders can lead to reduced employee commitment to the organization, as reflected in high absenteeism rates. Although many studies have discussed transformational leadership and its influence on commitment, few have examined the role of trust as a mediating variable, particularly in the context of government organizations such as Bappeda. This gap indicates the need for further study. Understanding how trust can function as a link will provide deeper insights into the dynamics of the relationship between leadership and employee commitment. Thus, this study aims to explore the role of trust as a mediating variable, which is expected to contribute to the development of more effective leadership strategies at Bappeda in West Sumatra Province. In this study, the researcher attempts to use trust as a mediator between leaders and employees, with a different research object from previous studies. The results of this study are expected to contribute to the development of effective leadership strategies to enhance employee discipline and commitment in supporting organizational goals.

## II. Literature Review and Hypothesis Development

### 2.1. Social Exchange Theory

Social Exchange Theory posits that relationships between individuals are formed based on reciprocity, where an individual will continue to maintain social relationships if they perceive themselves as

receiving benefits or advantages from those relationships (Blau, 1964). In organizational relationships, these benefits can manifest as emotional support, recognition, or acknowledgment from superiors to subordinates. If the relationship is perceived as beneficial, employees are more likely to demonstrate loyalty, trust, and active involvement in the organization. In the study " It is also explained that SET helps explain the internal mechanisms in the workplace. Transformational leaders, through charisma, inspirational motivation, intellectual stimulation, and individual attention, foster a climate of trust and loyalty.

## 2.2. Affective Commitment

In organizational studies and employee behavior, affective commitment is a crucial aspect in creating strong bonds between individuals and organizations. Affective commitment refers to employees' emotional attachment to the organization. Employees with high affective commitment are more likely to feel a strong connection with the organization, enjoy being part of it, and feel motivated to contribute maximally. To gain a deeper understanding of this concept, several theories and perspectives have been proposed by experts. According to Manurung et al. (2022), organizational affective commitment consists of three forms of commitment, one of which is affective commitment. Meanwhile, Mahyadi & Safrizal (2023) explain that affective commitment is based on an individual's feelings and acceptance of the organization's values. Employees with a strong sense of affective commitment to the company are more likely to perform their work effectively and remain with the company voluntarily. This theory explains that affective commitment is a form of emotional attachment employees have toward an organization, where they feel happy, accept the organization's values, and have a desire to continue working voluntarily. Employees with high levels of affective commitment are more likely to be enthusiastic about their work and loyal to the organization, thereby contributing to better performance and retention.

## 2.3. Transformational Leadership

Transformational leadership is a leadership style that inspires and motivates employees to achieve better results through a clear vision, effective communication, and emotional support (Armiyanti et al., 2023). According to Yusufa et al. (2023), leaders with a transformational style encourage employees to think creatively and innovatively, and give them the freedom to explore new ideas to improve production processes and product quality. To gain a deeper understanding of this concept, it is essential to examine the underlying views of experts. Burns describes transformational leadership as a process in which leaders and followers mutually enhance each other's morality and motivation ( Daeli et al., 2024) . Furthermore, Bass expands on this concept by identifying four main components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. (Mufidah & Syafi'aturrosyidah, 2023). Based on these characteristics, transformational leadership not only focuses on achieving business targets but also contributes to improving employee well-being, which ultimately has a positive impact on the company's overall performance. Transformational leaders also build strong relationships and trust with employees, thereby increasing loyalty and commitment to the organization's vision and mission.

## 2.4. Trust in Leaders

Trust in leaders is the belief of subordinates in the integrity, competence, consistency, and good intentions of leaders in carrying out their duties and making decisions. In the relationship between leaders and subordinates, trust serves as a crucial foundation that enables cooperation, loyalty, and commitment to organizational goals. Trust in leaders also includes the belief that leaders will protect the interests of members and not abuse the power they have (Putri et al., 2024). Trust in leaders has a positive correlation with positive outcomes, including improved performance, behavior, and increased satisfaction. The higher the trust and communication between leaders and their subordinates, the more accurate the communication and

information perceived, the more accurate the understanding of performance objectives, and the higher the quality of communication.

## 2.5. Transformational Leadership and Employee Affective Commitment

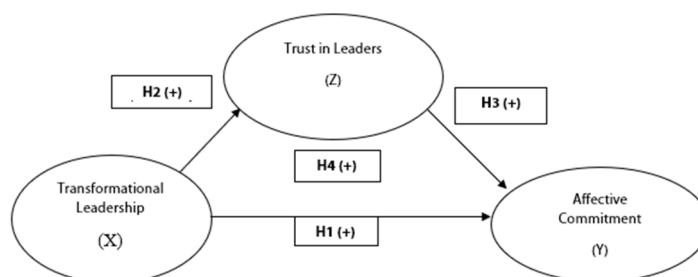
Transformational leadership is a situation where followers of a transformational leader feel trust, admiration, loyalty, and respect toward the leader, and are motivated to go beyond expectations. This can develop employees' potential, leading them to form a bond with the organization, known as affective commitment, which is an emotional attachment. (Nugraha, 2025) . The relationship between these two variables has been extensively studied and shows that transformational leadership has a positive and significant effect on employees' affective commitment. (Laili & Prameswari, 2025) . Transformational leaders create a clear vision, offer personal support, and foster innovation, making employees feel valued and emotionally invested in the organization. (Widodo et al., 2021). Therefore, organizations seeking to enhance emotional commitment and employee performance must develop an inspirational and transformational leadership style that fosters support and engagement.

## 2.6. Transformational Leadership with Trust in Leaders

Transformational leadership has a positive and significant influence on trust in leaders. Trust in leaders is central to the relationship between leaders and subordinates, where transformational leadership motivates subordinates to perform beyond expectations by increasing trust (Adeline, 2022). Humor used by transformational leaders can also enhance the influence of leadership on subordinates' trust, fostering a more positive work environment and improving interpersonal relationships. The higher the quality of transformational leadership, the greater the level of trust subordinates have in their leaders. This trust is reflected in subordinates' positive expectations of leaders' consistent, honest, and caring behavior toward their well-being. Transformational leaders are seen as reliable figures and role models, making subordinates feel comfortable and motivated to follow organizational directions and visions (Budi Nugroho et al., 2023).

## 2.7. Trust in Leaders with Employee Affective Commitment

Trust in leaders is the belief of subordinates that leaders have integrity, competence, and good intentions in carrying out their duties. This trust fosters a sense of security and comfort among employees, making them feel valued and supported in the work environment. In an organizational context, trust in leaders plays a crucial role in fostering employees' affective commitment, which is the emotional attachment and sense of belonging that employees have toward the organization. When employees trust their leaders, they tend to show loyalty, involvement, and a desire to stay in the organization. Research published in the Journal of Management and Entrepreneurship Studies (2022) indicates that trust in institutional leaders has a positive impact on employees' affective commitment, enabling them to feel comfortable, calm, and productive within the organization (Harry et al., 2022).



**Figure 1. Conceptual Framework**

### III. Research Method

This study uses a quantitative approach conducted at the Regional Development Planning Agency (Bappeda) of West Sumatra Province in July 2025. The population in this study is all employees of Bappeda West Sumatra Province. This approach was used because it enables researchers to objectively measure and analyze the relationship between variables based on numerical data collected from respondents through standardized research instruments. The selection of the quantitative method is consistent with the research objectives, which aim to test the influence of transformational leadership on affective commitment with trust in leaders as a mediating variable in the Regional Development Planning Agency (Bappeda) of West Sumatra Province. The sampling technique used is total sampling, where the total population is equal to the sample size of 74 respondents, who were selected because they met the established criteria, namely, active employees who were willing to complete the questionnaire. Data collection was based on primary data in the form of questionnaires, secondary data obtained from books, and relevant scientific literature related to the research topic.

Primary data was obtained through the distribution of questionnaires directly by the researcher and filled out directly by Bappeda employees of West Sumatra Province using a questionnaire instrument designed using a Likert scale with five levels of assessment, ranging from "strongly agree" to "strongly disagree" with respondents selected through total sampling, so that each member of the population had an equal opportunity to become a research sample. This method ensures the representativeness of respondents in terms of population characteristics while minimizing bias in data collection. Validity testing was conducted using Pearson correlation analysis. In contrast, reliability testing used Cronbach's Alpha, with all variables scoring above 0.70, thereby deeming the instrument suitable and reliable for use in the research. Before distribution, the questionnaire underwent a trial run to test its validity and reliability. This study comprises 15 indicators, covering three variables: transformational leadership, trust in leaders, and affective commitment. Descriptive statistical analysis was used to describe and group respondents' answers to each statement in the questionnaire.

The purpose of this analysis was to verify the completeness of the data and facilitate the interpretation of the results. For inferential statistical analysis, the researcher used SmartPLS 4 software with a partial least squares structural equation modeling (PLS-SEM) approach, as it is suitable for relatively small sample sizes, such as 74 respondents. PLS-SEM does not require a standard distribution assumption on the data and is capable of processing models with complex variable relationships and can use many indicators, even if the number is limited. In addition, PLS-SEM is effective for predicting and exploring relationships between latent variables and can handle models with mediating variables. Hypothesis testing was conducted through a bootstrapping procedure to see the significant relationship between variables and determine whether the proposed hypothesis could be accepted.

The criteria for respondents in this study included several aspects, namely gender, age, educational background, and length of employment. These criteria were selected to provide a clear picture of the research population's characteristics, thereby helping to understand the context of the analysis results comprehensively. Based on the data collection results, the majority of respondents were employees with more than 4 years of experience, indicating that most of them had sufficient work experience in carrying out their duties at the West Sumatra Provincial Development Planning Agency. In terms of education, most respondents had a bachelor's degree, indicating a relatively good level of academic competence. The composition of respondents based on gender shows a balance between men and women. In contrast, the age distribution of respondents is dominated by those in the productive age group (30-45 years), who are expected to have optimal work motivation and adaptability. This description can provide an important context in interpreting the relationship between the variables tested in this study.

This study employs three primary variables: Transformational Leadership (X), Affective Commitment (Y), and Trust in Leaders (Z). Research Variables and Indicators as follow:



The transformational leadership variable (X) is defined as a leadership style that emphasizes the leader's ability to inspire, motivate, and develop the maximum potential of each team member to achieve common goals. The indicators used to measure transformational leadership consist of four aspects, namely:

- a. Ideal influence.
- b. Inspirational motivation.
- c. Intellectual stimulation.
- d. Individual consideration.

This variable is measured using a Likert scale and refers to the source from (Widodo et al., 2021). The affective commitment variable (Y) is defined as an employee's emotional attachment to the organization where they work. Employees with high levels of affective commitment will feel proud and have a sense of belonging to the organization, so they will be motivated to stay and contribute to the best of their ability. The indicators used to measure affective commitment include:

- a. Concern for the organization,
- b. Sense of belonging,
- c. Emotional attachment,
- d. Happiness.

This variable is also measured using a Likert scale, with reference to (Suryadinatha et al., 2020). Meanwhile, the variable of trust in leaders (Z) is defined as subordinates' belief that leaders have integrity, competence, and good intentions in carrying out their duties. There are seven indicators used to measure this variable, namely:

- a. Competence integrity.
- b. Openness.
- c. Fairness. Reliability.
- d. Rational proximity.
- e. Effective communication.

## **IV. Results and Discussion**

### **4.1. Descriptive Statistics**

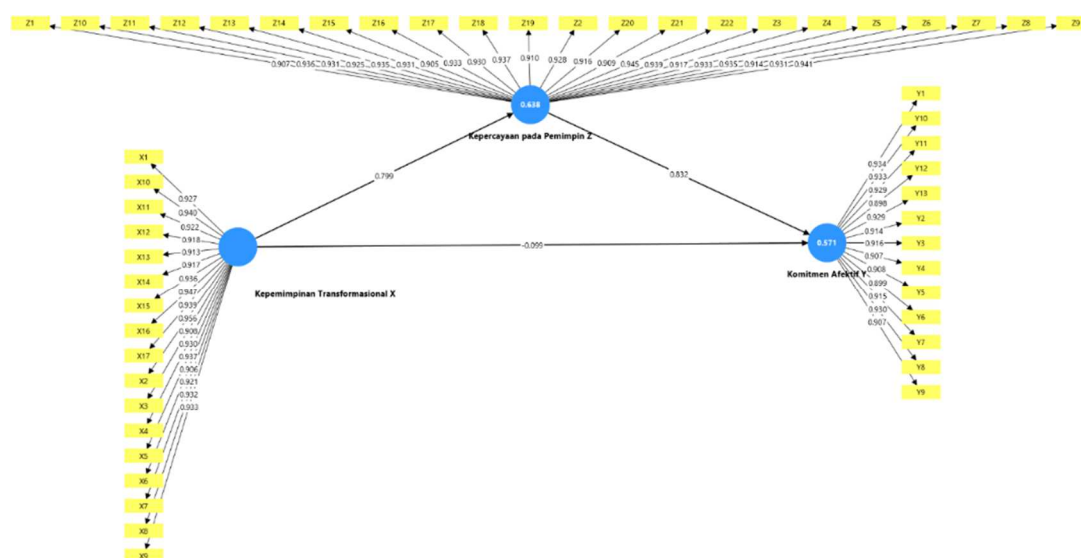
Descriptive statistical analysis is a data collection technique used to analyze data by describing the collected data through explanations and general conclusions. The data was obtained from respondents' answers to items in the questionnaire, which were then processed by grouping and tabulating the data. The number of respondents who met the criteria was 74. This analysis aims to provide a clear overview of the research data's characteristics, thereby facilitating researchers and readers in understanding the context of the data for further analysis. In its application, descriptive statistics do not test hypotheses or determine cause-and-effect relationships, but rather present the data as it is according to the results obtained in the field. The process includes calculating frequencies, percentages, mean values, and the distribution of answers for each questionnaire item. The results can be presented in tables, diagrams, or graphs to make data patterns more easily visible. In this study, descriptive statistics were used to describe the profiles of respondents based on predetermined criteria, including gender, age, educational background, and length of employment. Additionally, this technique was used to present the distribution of respondents' responses to each research indicator. This descriptive analysis serves as the stage for inferential statistical analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method.

#### 4.2. Description of Research Variables

The description of research variables is done to explain each variable, namely, affective, transformational leadership, and trust in leaders. To determine the results of the study on the influence of transformational leadership on affective commitment and trust in leaders as mediating variables in the Regional Development Planning Agency (Bappeda) of West Sumatra Province. The data presented for each variable is in the form of a frequency distribution, where each respondent provides an assessment based on the actual situation. These results are based on responses from 74 respondents. The data obtained from the questionnaire were processed into frequency distributions to observe the distribution of respondents' answers to each variable indicator. This method facilitates the identification of the most dominant answer categories, the mean value, and the data distribution that reflects respondents' tendencies. The total respondent achievement (TCR) was used to determine each category of descriptive variable responses. The affective commitment variable produced a TCR of 60%, which falls into the weak category. The transformational leadership variable produced a TCR of 79%, which falls into the strong category. The trust in leader's variable produced a TCR of 63%, which falls into the strong category.

#### 4.3. Validity Test

Validity testing is divided into two main components, namely convergent validity testing and discriminant validity testing. Convergent validity can be measured using factor loadings, where an indicator is considered valid if its factor loading value is greater than 0.7 and the Average Variance Extracted (AVE) is at least 0.5, indicating that the latent variable explains most of the variance in the indicators (Hair et al., 2020). Meanwhile, discriminant validity can be tested using cross-loading, which involves comparing the correlation of each indicator with the construct being measured against its correlation with other constructs. Discriminant validity is considered adequate if the correlation of an indicator is higher with its own construct than with other constructs.



**Figure 2. Inner Model**

Based on the model above, it can be concluded that all items in each variable in this study have an outer loading value greater than 0.7, thus fulfilling the outer loading requirement for convergent validity. Additionally, convergent validity can be assessed using the Average Variance Extracted (AVE) value. The AVE values in this study are presented in the table below:



**Table 2. Average Variance Extracted (AVE)**

<b>Average Variance Extracted (AVE)</b>	
X	0.862
Y	0.859
Z	0.841

Source: Processed data, July (2025)

Based on the testing conducted on the average variance extracted (AVE), all constructs showed AVE values higher than the minimum threshold of 0.50, indicating good convergent validity. The Transformational Leadership (X) construct obtained an AVE value of 0.862, indicating that 0.862 of the variance in the indicators within the construct can be explained by the construct itself. The Affective Commitment (Y) construct has an AVE value of 0.859, while Trust in Leaders (Z) reached an AVE of 0.841. These values indicate that the variance explained by each construct far exceeds the variance associated with error. It can be said that all constructs in this model have met the convergent validity criteria and can be used for further structural analysis. These findings are also in line with the statement of the , which states that a high AVE value indicates that the indicators can represent the construct efficiently. Furthermore, the cross-loading results in this study are presented in the following table:

**Table 3. Cross Loading**

	<b>Transformational Leadership X</b>	<b>Trust in Leaders Z</b>	<b>Affective Commitment Y</b>
X	0	0.716	0
X	0.940	0.693	0.489
X11	0.922	0.719	0.527
X12	0.918	0.703	0.430
X13	0.913	0.715	0.546
X14	0.917	0.758	0.554
X15	0.936	0.735	0.527
X16	0.947	0.763	0.547
X17	0.939	0.793	0.524
X2	0.956	0.734	0.530
X3	0.908	0.766	0.552
X4	0.930	0.787	0.535
X5	0.937	0.723	0.536
X6	0.906	0.732	0.517
X7	0.921	0.743	0.524
X8	0.932	0.758	0.520
X9	0.933	0.753	0.555
Y1	0.544	0.681	0.934
Y10	0.521	0.695	0.933
Y11	0.551	0.685	0.929
Y12	0.503	0.678	0.898
Y13	0.580	0.789	0.929
Y2	0.550	0.728	0.914
Y3	0.546	0.688	0.916
Y4	0.525	0.697	0.907
Y5	0.453	0.640	0.908
Y6	0.436	0.638	0.899
Y7	0.447	0.634	0.915
Y8	0.527	0.704	0.930
Y9	0.537	0.692	0.907
Z1	0.703	0.907	0.699
Z10	0.717	0.936	0.720

Z11	0.783	0.931	0.666
Z12	0.739	0.925	0.682
Z13	0.799	0.935	0.706
Z14	0.703	0.931	0.670
Z15	0.739	0.905	0.699
Z16	0.727	0.933	0.750
Z17	0.757	0.930	0.696
Z18	0.743	0.937	0.705
Z19	0.712	0.910	0.629
Z2	0.792	0.928	0.713
Z20	0.727	0.916	0.696
Z21	0.693	0.909	0.739
Z22	0.720	0.945	0.682
Z3	0.751	0.939	0.693
Z4	0.757	0.917	0.709
Z5	0.719	0.933	0.673
Z6	0.744	0.935	0.748
Z7	0.725	0.914	0.654
Z8	0.734	0.931	0.714
Z9	0.787	0.941	0.699

Based on the *cross-loading* data above, all indicators related to the constructs of Transformational Leadership (X), Affective Commitment (Y), and Trust in Leaders (Z) show a pattern of relationships where each indicator exhibits the highest level of correlation with its original construct compared to other constructs. This indicates that each indicator consistently represents the construct being measured without creating overlap in meaning with other constructs, thereby meeting the criteria for discriminant validity.

#### 4.4. Reliability Test

After the research instrument has been proven valid through the validity testing process, the next step is to conduct reliability testing. The purpose of reliability testing is to ensure that the instrument can produce consistent and stable data when used in the same situation at different times or with different samples in the same population. Reliability testing can be done by looking at Cronbach's Alpha and Composite Reliability values. Cronbach's Alpha is used to assess the internal consistency among several items in a construct. At the same time, Composite Reliability provides a more comprehensive measure of reliability because it considers the weight of each indicator in the latent construct, with a recommended threshold value above 0.7. The following table presents the test results:

**Table 4. Cronbach's Alpha & Composite Reliability**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>
Transformational Leadership X	0.99	0.99	0.991
Trust in Leaders Z	0.992	0.992	0.993
Y Affective Commitment	0.984	0.985	0.986

Based on the data in the table above, it can be seen that all constructs tested, namely X, Y, and Z, demonstrate a very high level of reliability. Construct X obtained a Cronbach's alpha value of 0.990, rho\_a of 0.990, and composite reliability (rho\_c) of 0.991. Construct Y obtained a Cronbach's alpha of 0.984, rho\_a of 0.985, and composite reliability (rho\_c) of 0.986. Construct Z obtained a Cronbach's alpha of 0.992, rho\_a of 0.992, and composite reliability (rho\_c) of 0.993. It can be concluded that the overall construct in this study

has firm internal consistency and meets the recommended reliability criteria because it obtained a value exceeding 0.7.

#### 4.5. Inner Model

According to Hair et al. (2020), an R-square value of 0.75 is considered high, 0.50 is considered moderate, and 0.25 is considered weak. In this test, it serves to assess the predictive ability of the model used and helps determine how well the structural model explains the relationship between variables. The following are the R-square estimation values in this study using SmartPLS:

**Table 5. R-Square Values**

	<b>R-square</b>	<b>Adjusted R-square</b>
Trust in Leader Z	0.638	0.633
Y's affective commitment	0.571	0.55

As seen in the results of the structural model analysis, the R-square and adjusted R-square values are relatively low for the dependent variable. This indicates that the R-square value for the affective commitment variable is 0.571, and the adjusted R-square value is 0.633, meaning that the model explains 57.1% of the variation in affective commitment. Meanwhile, the R-square value for trust in leaders reached 0.638, and the adjusted R-square reached 0.633, indicating that 63.8% of the variation in trust in leaders can be interpreted through transformational leadership as an exogenous variable. This illustrates the significant moderate influence of transformational leadership on organizational culture. The slight difference between R-square and adjusted R-square in the two variable tables above indicates that the research model does not experience overfitting and the model components are relevant to the research data, meaning that the model has a good level of accuracy and stability.

#### 4.6. Hypothesis Testing

Direct hypothesis testing aims to determine the extent to which independent variables can directly influence dependent variables without going through the intervening variable. The results of this test can be seen from the path coefficient in the SmartPLS output, where a higher value indicates a more substantial influence. If the t-statistic is  $> 1.96$  and the p-value is  $< 0.05$ , the relationship is considered significant.

##### a. Direct Effect Hypothesis Testing

Direct hypothesis testing aims to determine the extent to which independent variables can directly influence dependent variables without going through the intervening variable. The results of this test can be seen from the path coefficient in the SmartPLS output, where a higher value indicates a more substantial influence. If the t-statistic is  $> 1.96$  and the p-value is  $< 0.05$ , the relationship is considered significant.

**Table 6. Results of Direct Hypothesis Testing**

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Transformational Leadership X $\rightarrow$ Trust in Leaders Z	0.79	0.799	0	20.922	0
Transformational Leadership X -Affective Commitment Y	-	-	0	0	0
Trust in Leader Z - Affective Commitment Y	0.832	0.831	0	6.940	0

In this method, the Partial Least Squares (PLS) method is used, where all relationships stated in the hypothesis are tested statistically using the simulation method. One of the techniques frequently used is bootstrapping on the research sample data, aimed at addressing issues related to the non-normal distribution of data. The following is a more detailed explanation:

- 1) Transformational leadership has a positive and significant effect on affective commitment.  
Based on the analysis of the hypothesis, the correlation between transformational leadership (X) and affective commitment (Y) shows a negative and insignificant impact. The path coefficient value is -0.099 with a t-statistic of 0.662 and a p-value of 0.508. This means that transformational leadership has a negative but insignificant effect on affective commitment, indicating that Hypothesis 1 in this study is rejected. This finding is supported by Widodo et al., who found that transformational leadership does not always have a direct impact on affective commitment. This indicates that not all leadership styles can foster emotional commitment, especially in bureaucratic environments.
- 2) Transformational leadership has a positive and significant effect on trust in leaders.  
This analysis shows that transformational leadership (X) has a positive and significant impact on trust in leaders (Z), with a path coefficient of 0.799, a t-statistic of 20.922, and a p-value of 0.000. Therefore, the second hypothesis (H2) is accepted. This finding suggests that transformational leadership has a direct impact on fostering positive trust in leaders.
- 3) Trust in leaders has a positive and significant effect on affective commitment.  
The analysis results, showing the influence of trust in leaders (Z) on affective commitment (Y), indicate a path coefficient of 0.832, a t-statistic of 6.940, and a p-value of 0.000, confirming that the third hypothesis (H3) is also accepted. This means that trust in leaders significantly promotes the occurrence of affective commitment among employees.

b. Hypothesis Test for Indirect Influence

**Table 7. Mediation Hypothesis**

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Transformational Leadership X → Trust in Leaders Z → Affective Commitment Y	0.664	0.66	0.105	6.35	0

From the results of the indirect path analysis using SmartPLS, the original sample (O) value was obtained as 0.664, the sample mean (M) as 0.664, and the STDEV as 0.105, with a t-statistic of 6.351 and a p-value of 0.000. Based on statistical testing criteria, these results prove that the mediation path is significant, as the t-statistic obtained exceeds the minimum threshold of 1.96 and the p-value is less than 0.05. Therefore, the hypothesis that trust in leaders acts as a mediator can be accepted, explaining that trust in leaders plays a significant role in mediating the relationship between transformational leadership (X) and affective commitment (Y). This finding suggests that trust in leaders serves as a mediating variable, enhancing the impact of transformational leadership on affective commitment.

## V. Conclusion

Based on the PLS-SEM analysis of 74 employees at the West Sumatra Provincial Bappeda, transformational leadership shows no direct effect on affective commitment ( $\beta = -0.099$ ;  $t = 0.662$ ;  $p = 0.508$ ). This aligns with studies indicating that transformational behaviors (vision, inspiration, individualized consideration) do not automatically generate employees' emotional attachment to the organization when key psychological bonds—especially trust in leadership—are weak or absent. In contrast, transformational leadership significantly enhances trust in leaders ( $\beta = 0.799$ ;  $t = 20.922$ ;  $p < 0.001$ ), and trust in leaders has a positive, significant effect on affective commitment ( $\beta = 0.832$ ;  $t = 6.940$ ;  $p < 0.001$ ). These results underscore

that clarifying vision, providing intellectual stimulation, and offering individualized attention foster perceptions of leader competence, integrity, and benevolence, which in turn strengthen employees' emotional attachment, comfort, and loyalty to the organization. Mediationally, trust in leaders significantly mediates the relationship between transformational leadership and affective commitment (indirect effect  $\beta = 0.664$ ;  $t = 6.351$ ;  $p < 0.001$ ). Thus, the effectiveness of transformational leadership in raising affective commitment operates primarily through the trust pathway rather than via a direct link. Practically, efforts to boost affective commitment at Bappeda should prioritize trust-building—e.g., consistent leader behavior, procedural justice, transparent communication, and individualized support—to convert transformational leadership practices into stronger employee emotional commitment.

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