

**THE IMPORTANCE OF LEADERSHIP ON EMPLOYEE
PERFORMANCE IN THE MILLENIAL GENERATION WITH
ORGANIZATIONAL COMMITMENT AS A MEDIATOR
VARIABLE**

THESIS

To Fulfill the Requirements for Obtaining a Bachelor's Degree



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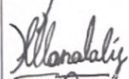
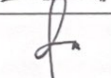

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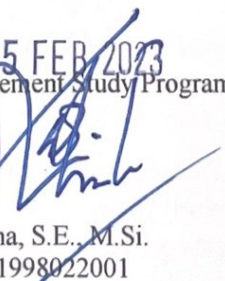


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**PENTINGNYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN
PADA GENERASI MILENIAL DENGAN KOMITMEN ORGANISASI
SEBAGAI VARIABEL MEDIATOR**

**ADELIA PUTRI ADIKO
MANAJEMEN
ABSTRAK**

Milenial di tempat kerja menjadi isu "trendi" dalam studi akademis dan media. Mereka digambarkan sebagai rentan dan tidak toleran, serta ketergantungan dan pemeliharaan tinggi. Ini menjadi tantangan seorang leader dan gaya kepemimpinan memiliki peran penting dalam mengatasi efektivitas kinerja serta memperkuat komitmen pada organisasi. Penelitian ini bertujuan untuk mengetahui Pentingnya Kepemimpinan Terhadap Kinerja Karyawan Pada Generasi Milenial : Komitmen Organisasi Sebagai Variabel Mediator. Data disajikan dan dianalisis menggunakan metode kuantitatif. Pengumpulan data dilakukan dengan menyebarkan kuesioner kepada 250 orang Generasi Milenial yang bekerja di perusahaan swasta daerah Kalimantan Barat. Hasil penelitian berdasarkan perhitungan menggunakan SEM AMOS 26 menunjukkan bahwa adanya pengaruh gaya kepemimpinan terhadap Employee Performance dan hasil juga menunjukkan Organizational Commitment memediasi hubungan gaya kepemimpinan dan Employee performance pada Generasi Milenial.

Keywords: Transformational Leadership; Empowering Leadership; Employee Performance; Millenial Generation; Organizational Commitment.

**THE IMPORTANCE OF LEADERSHIP ON EMPLOYEE
PERFORMANCE IN THE MILLENNIAL GENERATION WITH
ORGANIZATIONAL COMMITMENT AS A MEDIATOR VARIABLE**

**ADELIA PUTRI ADIKO
MANAGEMENT
ABSTRACT**

Millennials in the workplace are a "trendy" issue in academic and media studies. They are portrayed as vulnerable, intolerant, dependent, and high maintenance. It is a challenge for a leader, and leadership style has an important role in overcoming performance effectiveness and strengthening Commitment to the organization. This study aimed to determine the Importance of Leadership on Employee Performance in the Millennial Generation: Organizational Commitment as a Mediator Variable. Data were presented and analyzed using quantitative methods. Data collection was carried out by distributing questionnaires to 250 Millennials who worked in private companies in the West Kalimantan area. The results of the research based on calculations using SEM AMOS 26 showed that there was an influence of leadership style on Employee Performance. The results also indicated that Organizational Commitment mediated the relationship between leadership style and Employee performance in the Millennial Generation.

Keywords: Empowering Leadership; Employee Performance; Millennial Generation; Organizational Commitment; Transformational Leadership

THE IMPORTANCE OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE MILLENNIAL GENERATION WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR VARIABLE

SUMMARY

1. Introduction

a. Background

Considering that at this time, there is a growing interest in understanding generational differences in diverse settings, particularly in the work environment (Howe & Strauss, 2007; Jorgensen, 2003; Thompson, 2017; Zemke et al., 2000; Edge, 2014; Murphy, 2011), namely Baby Boomers (those born between 1946 and 1964) and Generation X (those born between 1965 and 1978). According to their findings, Millennials' way of work is more likely to be driven by work content and professional advancement than Baby Boomers and Generation Xers whose way of work is supported by a social environment and human resource policies. Leaders will require time, training, and tools to be able to expand their responsibilities for leadership roles. Effective leadership is an essential aspect of being in charge of organizational decisions, including research and development, determining acquisitions and mergers, and allocating resources (Avolio, 1999). Regarding the differences between this research and previous studies, it can be explained that along with the results of investigations in many previous studies related to the topic above, there was no comprehensive research that investigated the Effects of Leadership Style (Transformational Leadership and Empowering Leadership) on Employees Performance with Organizational Commitment as a Mediator Variable. In other words, the originality of this research is in a comprehensive study by combining the variables Transformational Leadership, Empowering Leadership, Employee Performance in Millennial Generation, and Organizational Commitment as intermediary variables.

b. Research Objectives

1. To analyze and determine the influence of Transformational Leadership toward Employee Performance.
2. To analyze and determine the influence of Empowering Leadership toward Employee Performance.
3. To analyze and determine the influence of Organizational Commitment toward Employee Performance.
4. To analyze and determine the influence of Transformational Leadership toward Organizational Commitment.

5. To analyze and determine the influence of Empowering Leadership toward Organizational Commitment.
6. To analyze and determine the mediating role of Organizational Commitment between Transformational Leadership and Employee Performance.
7. To analyze and determine the mediating role of Organizational Commitment between Empowering Leadership and Employee Performance.

c. Research Methodology

This study used quantitative data and the instrument used to collect data was a questionnaire. The type of research used in this research is causal associative research with a survey method, which aims to find a relationship between two or more variables. The hypotheses proposed is H1 : Transformational Leadership Has a Significant Influence on Employee Performance. H2 : Empowering Leadership Has a Significant Influence on Employee Performance. H3 : Organizational Commitment Has a Significant Influence on Employee Performance. H4 : Transformational Leadership Has a Significant Influence on Organizational Commitment. H5 : Empowering Leadership Has a Significant Influence on Organizational Commitment. H6 : Organizational Commitment mediates the relationship between Transformational Leadership and Employee Performance. H7 : Organizational Commitment mediates the relationship between Empowering Leadership and Employee Performance

d. Result and Discussion

The research that has been conducted shows a significant relationship between Transformational Leadership and Employee Performance and is supported by previous research showing a positive correlation between Transformational Leadership styles and Employee Performance (Camps and Rodriguez, 2011; Neuza Ribeiro et al., 2018). The second hypothesis for the relationship between Empowering Leadership and Employee Performance variables shows that there is a significant relationship and is in accordance with the findings of Lorinkova et al. (2013) and Kim et al. (2018), who have found a positive effect of Empowering Leadership on Employee Performance. In addition to the influence of leadership style, awareness in employees to be more committed to the organization is also needed so that it creates a sense of responsibility for their work; individuals with a high level of organizational Commitment will display positive behavior toward the organization (Hettiarachchi and Jayaeathua, 2014). The fourth hypothesis research results show that Transformational Leadership has no significant effect on organizational Commitment in the Millennial Generation, especially in the West

Kalimantan area. This result creates a research gap with previous research, namely the findings of Avolio et al. (2004), indicating a positive relationship between Transformational Leadership and Organizational Commitment. Furthermore, the study shows a strong relationship between employees' organizational engagement and the transformational leadership characteristics of their direct managers (Ramo Palalic *et al.*, 2020). The results of proving the fifth hypothesis indicate that this type of leadership can encourage Commitment, related to personal effort at work, good attitudes, and intellectual and emotional effort spent establishing relationships with others (Rees *et al.*, 2013).

The results of research on Organizational Commitment do not mediate between Transformational Leadership and Employee Performance. In terms of organizational Commitment as a mediating variable, the results of this study indicate that organizational Commitment partially mediates the relationship between Transformational Leadership and performance with previous research (Yeh & Hong, 2012; Dhaifallah Obaid Almutairi, 2015). The seventh hypothesis shows that Organizational Commitment mediates the relationship between Empowering Leadership and Employee Performance. These results are supported by previous research, which has established that organizational Commitment has a moderating function in the relationship between empowerment and performance (Muhammad and Abdullah, 2016)

e. Conclusion and Recommendation

In the research conducted, the results show that both Transformational Leadership and Empowering Leadership styles are very influential in the Performance of each individual millennial generation in private companies in the West Kalimantan region. Leadership style is very necessary for employees to be involved in activities within the company with the hope of realizing expectations for the organization. Therefore, to retain skilled employees, companies must pay attention to the appropriate leadership style, especially at this time when most organizations are dominated by employees from the millennial generation who are often labeled as "career jumpers" or lack organizational Commitment and are constantly looking for new opportunities; "better jobs" (R. Edge et al., 2011; Sergio Galdames & Laura Guihen, 2020). The results of this research show that empowering leadership has a significant effect on employee performance, so it is hoped that each leader can apply this leadership style so that employees always work effectively or efficiently and also increase their sense of commitment to the company.

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The Importance of Leadership on Employee Performance in the Millennial Generation with Organizational Commitment as a Mediator Variable

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Abstract: Millennials in the workplace are a "trendy" issue in academic and media studies. They are portrayed as vulnerable, intolerant, dependent, and high maintenance. It is a challenge for a leader, and leadership style has an important role in overcoming performance effectiveness and strengthening Commitment to the organization. This study aimed to determine the Importance of Leadership on Employee Performance in the Millennial Generation: Organizational Commitment as a Mediator Variable. Data were presented and analyzed using quantitative methods. Data collection was carried out by distributing questionnaires to 250 Millennials who worked in private companies in the West Kalimantan area. The results of the research based on calculations using SEM AMOS 26 showed that there was an influence of leadership style on Employee Performance. The results also indicated that Organizational Commitment mediated the relationship between leadership style and Employee performance in the Millennial Generation.

Keywords: Empowering Leadership; Employee Performance; Millennial Generation; Organizational Commitment; Transformational Leadership; Performance Effectiveness

1. INTRODUCTION

Considering that at this time, there is a growing interest in understanding generational differences in diverse settings, particularly in the work environment (Howe & Strauss, 2007; Jorgensen, 2003; Thompson, 2017; Zemke et al., 2000; Edge, 2014; Murphy, 2011), namely Baby Boomers (those born between 1946 and 1964) and Generation X (those born between 1965 and 1978), and also the emergence of Millennials in the workplace (those born between 1979 and 1999) in recent years. Kuron, LKJ, et al. (2015) show evidence that generational differences have an impact on the reciprocal relationship between employers and employees. Different generations react to the psychological contract in different ways. According to their findings, Millennials' way of work is more likely to be

driven by work content and professional advancement than Baby Boomers and Generation Xers whose way of work is supported by a social environment and human resource policies. It causes the Millennial Generation to have experienced a significant change from Baby Boomers or Generation X. Millennial generation.

Leaders will require time, training, and tools to be able to expand their responsibilities for leadership roles. According to Avolio (2004), leaders who practice this effective leadership style concentrate on the growth and development of their subordinates. Avolio and Bass (2002) show that Transformational Leadership (TL) is believed to be carried out based on internal control (Commitment) rather than external control (reward or compensation). In their research on the Thai construction industry, Limsila and Ogunlana (2008) demonstrate that TL has a positive effect on employee performance and organizational Commitment. Due to the large differences in individual characteristics caused by generational changes, the TL effect is significant for each individual.

Effective leadership is an essential aspect of being in charge of organizational decisions, including research and development, determining acquisitions and mergers, and allocating resources (Avolio, 1999). Empowering leadership has been identified as an emerging and distinctive leadership style in this rapidly evolving environment (Amundsen & Martinsen, 2014). It has a beneficial effect on employees' working environment by providing them with what they require to do the job, encouraging motivational tendencies, and boosting their capacity to thrive at work (Harris *et al.*, 2014). It causes their employees to feel more connected, valued, and motivated (Kwak & Jackson, 2015).

Den Hartog and De Hoogh (2009) suggest that leaders with altruistic motives use empowering leadership to make employees more committed. Leaders allow their employees to voice their opinions, participate in decision-making and listen to their thoughts, which fosters organizational Commitment. Likewise, with Transformational Leadership, Organizational Commitment has been associated with TL in various organizational settings (Abouraia and Othman, 2017).

Regarding the differences between this research and previous studies, it can be explained that along with the results of investigations in many previous studies related to the topic above, there was no comprehensive research that investigated the Effects of Leadership Style (Transformational Leadership and Empowering Leadership) on Employees Performance with Organizational Commitment as a Mediator Variable. In other words, the originality of this research is in a comprehensive study by combining the variables Transformational Leadership, Empowering Leadership, Employee Performance in Millennial Generation, and Organizational Commitment as intermediary variables.

2. LITERATURE REVIEW

Transformational Leadership

There are various explanations for Leadership Style in previous studies. According to Robbins (2006), leadership is the capacity to persuade a group to pursue a goal. Burns (1978) developed the first theory of transformative leadership based on descriptive studies of political leaders. Burns further defines transformational leadership as a process in which leaders and followers push each other to greater moral and motivational standards. According to Rowold and Heinitz (2007), transformational leadership increases company profitability and employee subjectivity. Employee commitment to common goals is said to be strongly influenced positively by transformational leadership styles in addition to employee performance (Walumbwa and Hartnell, 2011).

Previous studies by Avolio *et al.* (2004) have found beneficial advantages of transformational leadership on employee attitudes and behavior, such as a job, satisfaction, trust, dedication, and task performance. The four components of transformational leadership are ideal influence, inspiring motivation, intellectual stimulation, and individual attention, according to Bass and Avolio (1997). According to Yukl's research (2006), the findings for the various components of the TL measurement are inconsistent.

Empowering Leadership

All aspects of Empowerment Leadership include consulting, delegating, supporting, developing, mentoring, conflict management, and team building. While the act of leading is generally understood to involve influencing others, empowering leadership can be viewed involving empowering subordinates to influence rather than simply exercising influence alone (Ibrahim Limon, 2022). The following are examples of Empowerment Leadership behavior: delegation of authority, coordination, and sharing of information; drive initiative and goal orientation; effectiveness support; inspiration; modeling; motivational support; participatory decision making; showing interest; taking responsibility; offering opportunities for professional development; coaching for innovative performance; guide; and encouraging teamwork (Ahearne *et al.*, 2005)

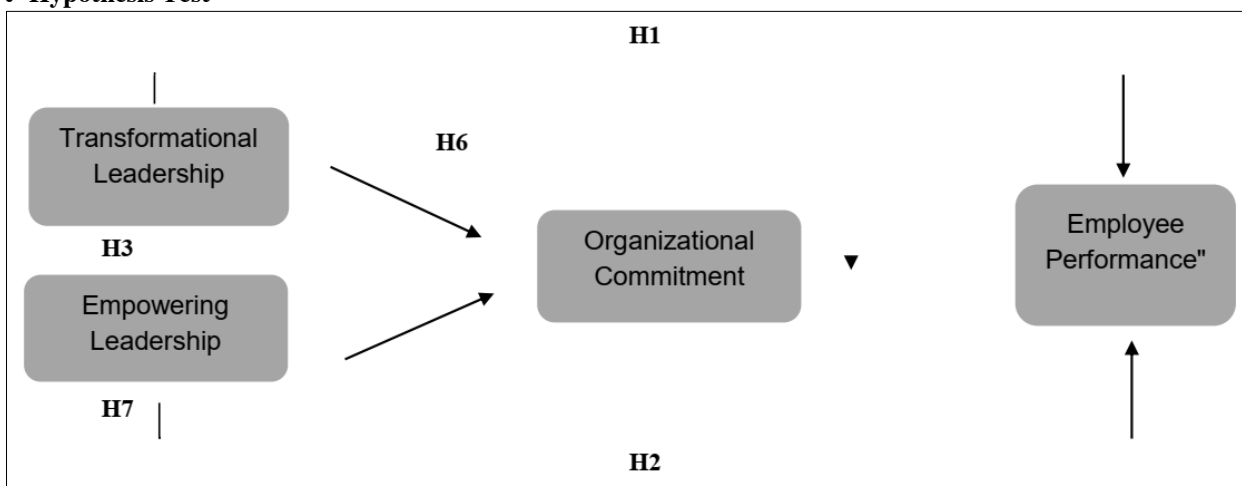
Employee Performance

Goals and objectives are also evaluated through performance appraisal. Employee performance measures employees' financial or non-financial results that are directly related to the success and operations of the company (Jagannathan, 2014). The individual success of an employee makes a positive contribution to organizational performance, which can be measured by management using various tools (Mensah, 2015). Businesses require employees with high expectations for their performance to achieve organizational objectives and maintain commercial competitiveness (Sharma and Dhar, 2016).

Organizational Commitment

commitment is defined as employee behavior toward the company, resulting in a loyal relationship with the company (Lee and Reade, 2018). According to Davis (2015), committed employees show a level of loyalty based on their willingness to stay with the company and their bond. Previous research has identified several factors that can predict organizational Commitment, including individual and organizational traits, work history, employment status, and leadership behavior (Joo *et al.*, 2012; Schultz and Schultz, 2015)

3. Hypothesis Test



Where:

- Variable X¹ : Transformational Leadership
- Variable X² : Empowering Leadership
- Variable Y: Employee Performance
- Variable Z (mediator): Organizational Commitment

3.1 Transformational Leadership dan Employee Performance

According to Bass (1985), Transformational Leadership usually influences followers to perform at a higher level. Currently, it is found research on the relationship between performance and Transformational Leadership (Neuza Ribeiro *et al.*, 2018). Rowald and Heinritz (2007) confirm that Transformational Leadership has a beneficial impact on both organizational success and the subjective performance of personnel. Lee *et al.* (2011) look at how transformational leadership affects team performance and service quality. Mutual benefit, trust, and achievement of long-term missions are the basic components of this exchange relationship between leaders and followers (Turner *et al.*, 2002).

Based on some of the arguments above, the researcher formulated the following hypothesis:

H1: Transformational Leadership Has a Significant Influence on Employee Performance

3.2 Empowering Leadership dan Employee Performance

Empowering Leadership not only improves job performance but also encourages more proactive behavior in the workplace (Rodrigo Silva, 2020). According to their research findings, directive leadership increases employees' proactive behavior in workplaces where workers are highly satisfied with their leaders. In comparison, Empowering Leadership is more successful in increasing proactivity and work performance in environments where workers are less satisfied with their leaders.

Based on the above explanation, the researcher formulates the following hypothesis:

H2: Empowering Leadership Has a Significant Influence on Employee Performance

3.3 Organizational Commitment and Employee Performance

Individuals with a high level of organizational Commitment will display positive behavior toward the organization, according to Hettiarachchi and Jayaeathua (2014). It implies that the individual is trying to show good performance (a high level of work performance). On the other hand, a person with a low level of organizational Commitment is more likely to show indifference and irresponsibility toward getting work done. Another study found that organizational Commitment has a high and beneficial relationship to performance (Hettiarachchi & Jayaeathua, 2014).

Based on some of the above descriptions, the researcher formulated the following hypothesis:

H3: Organizational Commitment Has a Significant Influence on Employee Performance

3.4 Transformational leadership dan Organizational Commitment

Transformational leadership has been shown to increase performance regardless of the size or market of the organization, supporting its role in promoting the long-term sustainability and prosperity of Neuza Ribeiro *et al.*, 2018). In various organizational contexts, transformational leadership has been associated with organizational Commitment (Abouraija and Othman, 2017; Bono and Hakim, 2003; Emery & Bateman, 2007; Joo *et al.*, 2012; Malik *et al.*, 2017; Selamat *et al.*, 2013; Top *et al.*, 2015). Lee *et al.* (2011) examined the impact of transformation on team productivity and customer satisfaction. Employee

commitment to common goals is said to be strongly influenced positively by transformational leadership styles in addition to employee performance (Walumbwa and Hartnell, 2011).

Based on some of the above arguments, the researcher formulated the following hypothesis:

H4: Transformational Leadership Has a Significant Influence on Organizational Commitment

3.5 Empowering Leadership dan Organizational Commitment

Employees are anticipated to become more emotionally involved and personally responsible in the work process due to EL behaviors such as expressing confidence in their ability to complete tasks successfully and encouraging self-management in their workplace. Ultimately, they are anticipated to become deeper and more affectively committed to their organizations (Chen *et al.*, 2007; Den Hartog and De Hoogh, 2009; Zhang and Bartol, 2010; Manaswita Bharadwaja *et al.* and Nachiketa Tripathi, 2020)

Based on the preceding arguments, the researcher formulated the following hypothesis:

H5: Empowering Leadership Has a Significant Influence on Organizational Commitment

3.6 Organizational Commitment as a mediating role in the relationship between Transformational Leadership and Employee Performance.

Organizational Commitment is influenced by leadership style, and organizational Commitment, in turn, affects employee performance, mediating the relationship between leadership style and performance (Ennis *et al.*, 2018). The relationship between transformational leadership and performance can be significantly mediated by organizational Commitment (Donkor *et al.*, 2021). The study results show that transformational leadership directly influences employee performance improvement or can increase organizational Commitment, resulting in better and more effective employee performance.

Based on some of the arguments above, the researcher formulated the following hypothesis:

H6: Organizational Commitment mediates the relationship between Transformational Leadership and Employee Performance

3.7 Organizational Commitment as a mediating role in the relationship between Empowering Leadership and Employee Performance

Empowering Leadership is defined as a process in which leaders share power with their workers, offering extra responsibility and authority over workplace decision-making and resources, as well as the support necessary to effectively handle the added accountability" (Rodrigo Silva *et al.*, 2020). Empowering Leadership is strongly associated with assessing leader motivation, attitudes, and employee performance. Researchers have suggested that

leadership empowerment specifically can be seen as a relationship between a leader and individual followers or employees (Ahearne, Mathieu, & Rapp, 2005; Zhang & Bartol, 2010). It is hoped that EL can influence employees to a greater degree or at least to the same degree as the team so that, in the end, the employee considers committing to the job.

Based on some of the arguments above, the researcher formulated the following hypothesis:

H7: Organizational Commitment mediates the relationship between Empowering Leadership and Employee Performance

4. METHODOLOGY

4.1 Measurements

A self-administered questionnaire to collect data from respondents using a 5-point Likert Scale ranging from "Strongly disagree" to "Strongly agree" was simply designed so that participants felt comfortable when answering. The questionnaire (Appendix) was designed with 42 statements, consisting of 12 statements about Transformational Leadership (Bass and Avolio, 1997), 12 statements about Empowering Leadership (Ahearne *et al.*, 2005), 9 about employee performance (Koopmans, 2015) and 9 statements about Organizational Commitment (Meyer and Allen, 1990).

4.2 Sampling and Data Collection

In the research conducted, researchers reviewed leadership styles, namely Transformational Leadership, and Empowering Leadership, to improve employee performance, especially the Millennial Generation. The research sample involved 250 respondents from the Millennial Generation who worked in private companies in the West Kalimantan area with a formal performance evaluation process and a quantitative research design.

4.3 Data Analysis

Analysis in this study was carried out using the Structural Equation Modeling (SEM) method through AMOS 24. Using SEM, three analysis activities could be carried out simultaneously. These analysis activities consisted of checking the validity and reliability of instruments related to confirmatory factor analysis, testing the relationship model between variables related to the measurement model, and obtaining a suitable model for predictions related to structural model analysis. The overall fit of the model was measured by chi-square (χ^2), Root Mean Square Error of Approximation (RMSEA), Root mean square residual (RMR), goodness of fit index (GFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Normed Fit Index (NFI).

5. RESULTS AND DISCUSSIONS

5.1 Respondents' Characteristics

Analysis of the profile of respondents in this study is based on the following demographic characteristics:

Table 1. Characteristics of Respondents

Category	Item	Amount	%
Age	25-29 years old	118	47.2%
	30-34 years old	71	28.4%
	35-39 years old	38	15.2%
	≥40 years old	26	10.4%
	Total	250	100%
Latest Education	Senior High School	23	9.2%
	Diploma	50	20%
	Bachelor's degree	128	51%
	Master's degree	44	17.6%
	Others	5	2%
	Total	250	100%
Working Period	< 1 year	34	13.6%
	1-5 year	127	50.8%
	6-10 year	56	22.4%
	>10 year	33	13.2%
	Total	250	100%

Based on the description above, it can be seen that the respondents were more dominated by an average age of 25-29 years old, namely 47.2%. In addition, in terms of educational background, in general, the respondents were bachelor graduates and the largest group of employees working years was 1-5 years.

5.2 Measurement and Structural Models

The goodness of fit, validity, and reliability test results can be described as follows:

Table 2. Measurement Model Results

Variable	Indicator	Item	SLF	AVE	CR
Transformational Leadership (Bass and Avolio, 1997)	Effect of Idealism	My Manager makes me feel comfortable around him	0.78	0.80	0.97
		My Manager makes me have complete trust in him	0.83		
	Inspirational Motivation	My Manager makes me proud by being associated with him	0.83		
		My Manager tells me what to do in easy-to-understand words	0.79		
		My Manager provides an overview of the work I will be doing	0.79		
		My Manager helps me find meaning in my work	0.86		
	Stimulation Intellect	My Manager helps me to solve old problems in a new way	0.77		
		My Manager gives me a new way of looking at confusing things	0.77		
		My Manager makes me rethink ideas that I never thought of before	0.82		
		My Manager helps to develop skills that have	0.76		
	Individual Consideration	My Manager gives me feedback about the work they do	0.81		
		My Manager pays more attention to other people who seem to get rejected	0.80		
		My Manager allows me to do things my way	0.85		
	Empowering Leadership (Ahearne et al., 2005)	Increasing the Meaning of Work	My Manager keeps the rules and makes regulations simple so I can do my job more efficiently		

		My Manager keeps the rules and makes regulations simple so I can do my job more efficiently	0.78		
	Decision Making	My Manager makes many decisions with me participating in them	0.81		
		My Manager frequently consults me about strategic decisions	0.79		
		My Manager asks my opinion on decisions that may affect me	0.78		
	Confidence in High Performance	My Manager helps me to understand how my goals relate to the organization	0.80		
		My Manager helps me to understand the importance of my work to the overall effectiveness of the company	0.79		
		My Manager helps me to understand how my work fits into the overall organization	0.78		
	Skill development/Providing autonomy from bureaucratic constraints	My Manager believes I can handle the more complex	0.81		
		My Manager believes in my ability to improve even when I make an error of	0.80		
		My Manager expresses confidence in my ability to perform my job at a high level	0.79		
Employee Performance (Koopmans, 2015)	Task Performance	I plan my work to get results that are in line with expectations and finish on time	0.87	0.83	0.96
		I can do my job effectively and efficiently	0.90		
		I immediately start a new job when my previous job is completed.	0.82		
	Contextual Performance	I try to keep my job skills up-to-date	0.82		
		I come up with creative solutions to new problems	0.83		
		I am constantly looking for new challenges in my work	0.77		
	Counterproductive Work Behavior	I focus on the negative aspects of situations at work rather than the positive aspects	0.80		
		I talk to people outside the organization about the negative aspects of my job	0.82		
		I complain about minor work-related issues at work	0.85		
Organizational Commitment (Meyer and Allen , 1990)	Affective	I would be happy to spend the rest of my career with this organization	0.75	0.57	0.92
		I feel like part of the family in my organization	0.78		
		This organization means a lot to me	0.62		
	Continuance	I feel that I have little choice in considering leaving this	0.56		

	organization	
	It would be very difficult for me to leave my current organization, even if I wanted to.	0.58
	Right now, staying with my organization is a matter of need as much as want	0.49
Normative	If I get another offer for a better job elsewhere, I do not feel right about leaving my organization	0.53
	In my opinion, employees recently move too often from one organization to another	0.44
	Moving from one organization to another seems entirely unethical to me	0.38

Based on Table III, the loading factor values for all items in the full model were above 0.50. It means that the items consisted of Transformational Leadership (Idealism influence, Inspirational Motivation, Intellect Stimulation, Individual Consideration), Empowering Leadership (Idealism influence, Inspirational Motivation, Intellect Stimulation, Individual Consideration), Employee Performance (Task Performance, Contextual Performance, Counterproductive Work Behavior) and Organizational

Commitment (Affective, Continuance, Normative) as mediator variables were considered valid and believed to be able to measure the complete model construct. The reliability test also showed consistent results. All items were also considered reliable and were believed to be able to measure the full construct model consistently. It can be seen from the variance extract (VE) value which was above 0.50, and the construct reliability (CR) value which was above 0.70.

Table 3. The goodness of Fit Index

6	Goodness of Fit Index	Cut off Value	Results
χ^2 - Significance Probability		≥ 0.05	0.000
CMIN/DF		≤ 3.00	2.423
RMSEA		≤ 0.08	0.076
IFI		≥ 0.90	0.917
TLI		≥ 0.90	0.912
CFI		≥ 0.90	0.916

Based on the results of the goodness of fit (GOF) measurement in table IV, the model suitability requirements could be accepted. The table also shows that there were six measurements that indicated a good degree of fit. CMIN/DF=2.423 (≤ 3.00) and

RMSEA=0.076 (≤ 0.08) values met the criteria. IFI=0.917, TLI=0.912, and CFI=0.916 were all above 0.90 and were sufficient to state that a model was fit and appropriate.

6. Hypotheses Testing

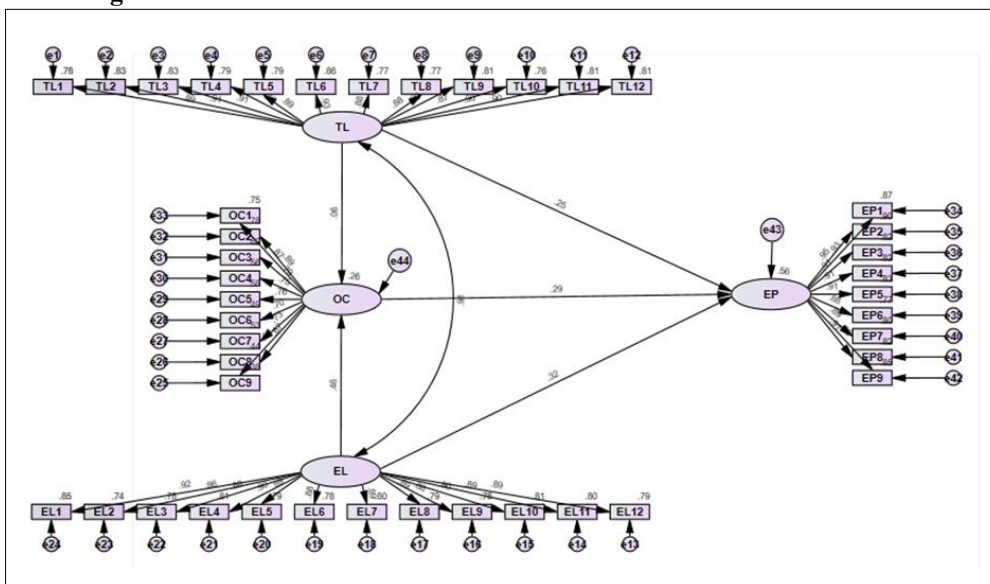


Fig 1: Full Model Structural Test

Item	Std Estimate	S.E.	C.R.	p-values	Description
OC <--- TL	0.038	0.093	0.405	0.685	Not Accepted
OC <--- EL	0.263	0.092	2.878	0.004	Accepted
EP <--- TL	0.299	0.140	2.143	0.032	Accepted
EP <--- EL	0.360	0.137	2.626	0.009	Accepted
EP <--- OC	0.517	0.115	4.947	***	Accepted

Based on the table above, the t-score value of the effect of Transformational Leadership on Employee Performance was 2.143, greater than the value of the t-table (1.96). Likewise, the p-value was less than 0.001, smaller than 0.05 ($\alpha = 0.05$). These results were related to the first hypothesis, where Transformational Leadership had a significant effect on Employee Performance. For the second hypothesis, the t-score for the impact of Empowering Leadership on Employee Performance was 2.626, and the p-value was less than 0.001. It proved that Empowering Leadership had a significant influence on Employee Performance. For the third hypothesis, the t-score for the influence of Organizational Commitment on Employee Performance was 4.947, and the p-value was less than 0.001. It

showed that Organizational Commitment had a significant effect on Employee Performance. For the fourth hypothesis, the t-score for the influence of Transformational Leadership on Organizational Commitment was 0.405, and the p-value was 0.685, which was greater than 0.001. These results were consistent with the hypothesis that Transformational Leadership had no significant effect on Organizational Commitment. For the fifth hypothesis, the t-score for the impact of Empowering Leadership on Organizational Commitment was 2.878, and the p-value was less than 0.001, indicating that Empowering Leadership had a positive and significant effect on Organizational Commitment.

Sobel Test – Significance of Mediation

Item	Sobel test statistic	Two-tailed probability	Description
TL ---> OC ---> EP	0.406	0.684	Not Accepted
EL ---> OC ---> EP	2.412	0.015	Accepted

Based on the Sobel test results in Table 4.2, the Sobel test statistical value was 0.406, and the p-value was 0.684. These results indicated that the statistical value of the Sobel test was smaller than the t-table (1.96). Likewise, the p-value obtained is smaller than 0.05 ($\alpha = 0.05$). It showed that Organizational Commitment did not mediate the relationship between

Transformational Leadership and Employee Performance. The corresponding results were also obtained for the seventh hypothesis, where the Sobel test statistical value was 2.412, greater than 1.96, and the p-value was 0.015, less than 0.05 ($\alpha = 0.05$). It showed that Organizational Commitment indeed

mediated the relationship between Empowering Leadership and Employee Performance.

DISCUSSION

The research that has been conducted shows a significant relationship between Transformational Leadership and Employee Performance and is supported by previous research showing a positive correlation between Transformational Leadership styles and Employee Performance (Camps and Rodriguez, 2011; Neuza Ribeiro *et al.*, 2018). The second hypothesis for the relationship between Empowering Leadership and Employee Performance variables shows that there is a significant relationship and is in accordance with the findings of Lorinkova *et al.* (2013) and Kim *et al.* (2018), who have found a positive effect of Empowering Leadership on Employee Performance. In addition to the influence of leadership style, awareness in employees to be more committed to the organization is also needed so that it creates a sense of responsibility for their work; individuals with a high level of organizational Commitment will display positive behavior toward the organization (Hettiarachchi and Jayaeathua, 2014). The fourth hypothesis research results show that Transformational Leadership has no significant effect on organizational Commitment in the Millennial Generation, especially in the West Kalimantan area. This result creates a research gap with previous research, namely the findings of Avolio *et al.* (2004), indicating a positive relationship between Transformational Leadership and Organizational Commitment. Furthermore, the study shows a strong relationship between employees' organizational engagement and the transformational leadership characteristics of their direct managers (Ramo Palalic *et al.*, 2020). The results of proving the fifth hypothesis indicate that this type of leadership can encourage Commitment, related to personal effort at work, good attitudes, and intellectual and emotional effort spent establishing relationships with others (Rees *et al.*, 2013).

The results of research on Organizational Commitment do not mediate between Transformational Leadership and Employee Performance. In terms of organizational Commitment as a mediating variable, the results of this study indicate that organizational Commitment partially mediates the relationship between Transformational Leadership and performance with previous research (Yeh & Hong, 2012; Dhaifallah Obaid Almutairi, 2015). The seventh hypothesis shows that Organizational Commitment mediates the relationship between Empowering Leadership and Employee Performance. These results are supported by previous research, which has established that organizational Commitment has a moderating function in the relationship between empowerment and performance (Muhammad and Abdullah, 2016)

CONCLUSIONS

In the research conducted, the results show that both Transformational Leadership and Empowering Leadership styles are very influential in the Performance of each individual millennial generation in private companies in the West Kalimantan region. Leadership style is very necessary for employees to be involved in activities within the company with the hope of realizing expectations for the organization. Therefore, to retain skilled employees, companies must pay attention to the appropriate leadership style, especially at this time when most organizations are dominated by employees from the millennial generation who are often labeled as "career jumpers" or lack organizational Commitment and are constantly looking for new opportunities; "better jobs" (R. Edge *et al.*, 2011; Sergio Galdames & Laura Guihen, 2020).

However, the relationship between Transformational variables and Organizational Commitment does not have a significant effect with results that do not meet the criteria according to the structural equation model (SEM) on the AMOS 24 software, namely t-score value 0.405 (<1.96) and p-value 0.685 (> 0.001) and moderator variable Organizational Commitment does not mediate in the relationship between Transformational Leadership and Employee Performance. This creates a research gap or difference to previous research which explains that the relationship between the two variables has a significant effect. Meanwhile, the results show Empowering Leadership and Organizational Commitment variables have a significant effect. Organizational Commitment, as a moderator variable, mediates the relationship between Empowering Leadership and Employee Performance, with employees being more committed to the organization will create a sense of responsibility for their work. Therefore, the leadership style that is suitable for the Millennial Generation, especially for private companies in the West Kalimantan area, namely Empowering Leadership

Limitation

The results of this study empirically show that there is a relationship between Transformational Leadership and Empowering Leadership on Employee Performance in the Millennial Generation and Organizational Commitment as mediator variables. In this study, the samples used were employees aged 25-40 (classified as the Millennial Generation) who worked in private companies in the West Kalimantan area. Thus, collecting respondents to be used as research samples was done carefully. However, despite the limitations of this study, the researcher identified Transformational Leadership and Empowering Leadership is best explained when employees, especially from the millennial generation, measure and evaluate their leaders.

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APPENDIX I
DEAN'S DECREE



**KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET, DAN TEKNOLOGI
UNIVERSITAS TANJUNGPURA
FAKULTAS EKONOMI DAN BISNIS**

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**KEPUTUSAN
DEKAN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS TANJUNGPURA
Nomor : 815/UN22.2/TD.06/2023**

**TENTANG
KONVERSI ARTIKEL ILMIAH TERPUBLIKASI DARI PROGRAM MERDEKA BELAJAR
KAMPUS MERDEKA (MBKM RISET) MENJADI SKRIPSI MAHASISWA
PROGRAM STUDI S1 MANAJEMEN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS
TANJUNGPURA SEMESTER GANJIL TAHUN AKADEMIK 2022/2023**

DEKAN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS TANJUNGPURA

Menimbang :

- a. bahwa untuk kelancaran pelaksanaan proses belajar mengajar program Sistem Kredit Semester dan untuk meningkatkan prestasi belajar mahasiswa agar dapat menyelesaikan studi dalam waktu yang sesingkat-singkatnya, maka dipandang perlu memberikan bimbingan Akademik kepada mahasiswa;
- b. bahwa Perguruan Tinggi dituntut untuk dapat merancang dan melaksanakan proses pembelajaran yang inovatif agar mahasiswa dapat meraih capaian pembelajaran mencakup aspek sikap, pengetahuan, dan keterampilan secara optimal dan selalu relevan;
- c. bahwa kebijakan Kampus Merdeka diharapkan dapat menjadi jawaban atas tuntutan tersebut;
- d. bahwa untuk maksud tersebut sebagaimana termaktub pada huruf a, b dan c di atas, perlu ditetapkan dengan Surat Keputusan Dekan Fakultas Ekonomi dan Bisnis Universitas Tanjungpura

Mengingat :

- 1. Undang-Undang Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional (Lembaran Negara Republik Indonesia Tahun 2003 Nomor 78, Tambahan Lembaran Negara Republik Indonesia Nomor 4301);
- 2. Undang-Undang Nomor 12 Tahun 2012 tentang Pendidikan Tinggi (Lembaran Negara Republik Indonesia Tahun 2012 Nomor 158, Tambahan Lembaran Negara Republik Indonesia Nomor 5336);
- 3. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 16, Tambahan Lembaran Negara Republik Indonesia Nomor 5500);

4. Peraturan Menteri Riset, Teknologi, dan Pendidikan Tinggi Nomor 50 Tahun 2018 tentang Perubahan Atas Peraturan Menteri Riset, Teknologi, dan Pendidikan Tinggi Nomor 44 Tahun 2015 tentang Standar Nasional Pendidikan Tinggi;
5. Peraturan Menteri Riset, Teknologi, dan Pendidikan Tinggi Nomor 9 Tahun 2018 tentang Akreditasi Jurnal Ilmiah;
6. Peraturan Menteri Pendidikan dan Kebudayaan Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi (Berita Negara Republik Indonesia Tahun 2020 Nomor 47);
7. Peraturan Menteri Pendidikan dan Kebudayaan Nomor 3 Tahun 2021 tentang Tata Naskah Dinas Kementerian Pendidikan dan Kebudayaan (Berita Negara Republik Indonesia Tahun 2021 Nomor 126);
8. Keputusan Menteri Indonesia Nomor 830/MKM.05/2017 tentang Penetapan Universitas Tanjungpura Pada Kementerian Riset, Teknologi, dan Pendidikan Tinggi sebagai Instansi Pemerintah Yang Menerapkan Pola Pengelolaan Keuangan Badan Layanan Umum;
9. Keputusan Rektor Universitas Tanjungpura Nomor 2627/UN22/TP.00.04/2022 tanggal 8 Agustus 2022 tentang Pemberhentian dan Pengangkatan Dekan Fakultas Pertanian, Dekan Fakultas Keguruan dan Ilmu Pendidikan, Dekan Fakultas Ilmu Sosial dan Ilmu Politik, dan Dekan Fakultas Ekonomi dan Bisnis Universitas Tanjungpura Periode 2022-2026.
10. Buku Panduan Merdeka Belajar-Kampus Merdeka Direktorat Jenderal Pendidikan Tinggi Kementerian Pendidikan dan Kebudayaan Tahun 2020
11. Dokumen Kurikulum Program Studi Manajemen Tahun Akademik 2022/2023

MEMUTUSKAN

- Menetapkan : KONVERSI ARTIKEL ILMIAH TERPUBLIKASI DARI PROGRAM MERDEKA BELAJAR KAMPUS MERDEKA (MBKM RISET) MENJADI SKRIPSI MAHASISWA PROGRAM STUDI S1 MANAJEMEN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS TANJUNGPURA SEMESTER GANJIL TAHUN AKADEMIK 2022/2023
- KESATU : Mahasiswa yang mengikuti Program MBKM RISET semester Ganjil Tahun akademik 2022/2023 dan menjadi salah satu rangkaian dari kegiatan PKK 2022 dapat mengkonversi 20 SKS. Skripsi menjadi bagian dari 20 SKS yang dapat dikonversi melalui artikel ilmiah terpublikasi atau minimal telah memperoleh *Letter of Acceptance (LOA)*;
- KEDUA : Publikasi ilmiah yang dihasilkan oleh mahasiswa peserta Program MBKM Riset semester Ganjil Tahun akademik 2022/2023 dan menjadi salah satu rangkaian dari kegiatan Program Kompetisi Kampus Merdeka (PKKM), dikonversi menjadi SKRIPSI;

KETIGA : Keputusan ini berlaku bagi Mahasiswa yang mengikuti Program MBKM RISET semester Ganjil Tahun akademik 2022/2023 dengan ketentuan apabila dikemudian hari terdapat kekeliruan akan diadakan perbaikan sebagaimana mestinya.

Ditetapkan di Pontianak
Pada Tanggal 20 Januari 2023

A.N. REKTOR
DEKAN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA



BERKHAH
NIP. 196502201990032004

Tembusan:

1. Rektor Universitas Tanjungpura
2. Wakil Dekan Bidang Akademik FEB Untan
3. Wakil Dekan Bidang Umum dan Keuangan FEB Untan
4. Yang bersangkutan.

LAMPIRAN I
KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA
NOMOR 815/UN22.2/TD.06/2023
TANGGAL 20 JANUARI 2023
TENTANG
KONVERSI ARTIKEL ILMIAH TERPUBLIKASI DARI
PROGRAM MERDEKA BELAJAR KAMPUS MERDEKA
(MBKM RISET) MENJADI SKRIPSI MAHASISWA PROGRAM
STUDI S1 MANAJEMEN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA SEMESTER GANJIL TAHUN
AKADEMIK 2022/2023

KETENTUAN KONVERSI ARTIKEL ILMIAH TERPUBLIKASI DARI PROGRAM MERDEKA BELAJAR KAMPUS MERDEKA (MBKM RISET) MENJADI SKRIPSI MAHASISWA PROGRAM STUDI S1 MANAJEMEN FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS TANJUNGPURA SEMESTER GANJIL TAHUN AKADEMIK 2022/2023

1. Mahasiswa peserta MBKM Riset Prodi Manajemen FEB UNTAN dapat mengkonversi 20 SKS.
2. Skripsi menjadi bagian dari 20 SKS yang dapat dikonversi melalui artikel ilmiah terpublikasi atau minimal sudah memperoleh *Letter of Acceptance* (LOA).
3. Artikel ditulis oleh Mahasiswa dan dosen pembimbing yang ditentukan oleh Prodi.
4. Mahasiswa merupakan penulis pertama di artikel.
5. Artikel merupakan hasil kajian antara mahasiswa dan dosen pembimbing.
6. Artikel wajib mencantumkan nama dosen pembimbing.
7. Mahasiswa dengan artikel publikasinya mengikuti kegiatan kolokium/seminar hasil yang dilaksanakan oleh Prodi Manajemen.
8. Mahasiswa menyusun Laporan Karya Akhir dengan mengikuti pedoman yang telah ditentukan.
9. Mahasiswa telah memenuhi segala persyaratan administrasi yang diarahkan oleh prodi.
10. Penilaian MBKM Riset berdasarkan komponen berikut:
 - a) Artikel publikasi 65%
 - b) Kolokium MBKM Riset 15%
 - c) Proses pelaksanaan bimbingan 25%
11. Untuk komponen penilaian pada bagian artikel publikasi mengacu pada kategori berikut:

No.	Kategori Jurnal Ilmiah	Nilai
1	Jurnal Internasional Bereputasi	95
2	Jurnal Nasional Sinta 1 atau Sinta 2	90
3	Jurnal Nasional Sinta 3 atau Sinta 4	85
4	Jurnal Nasional Sinta 5 atau Sinta 6	80
5	Jurnal Internasional	80

LAMPIRAN II
 KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS
 UNIVERSITAS TANJUNGPURA
 NOMOR 815/UN22.2/TD.06/2023
 TANGGAL 20 JANUARI 2023
 TENTANG
 KONVERSI ARTIKEL ILMIAH TERPUBLIKASI DARI
 PROGRAM MERDEKA BELAJAR KAMPUS MERDEKA
 (MBKM RISET) MENJADI SKRIPSI MAHASISWA
 PROGRAM STUDI S1 MANAJEMEN FAKULTAS
 EKONOMI DAN BISNIS UNIVERSITAS TANJUNGPURA
 SEMESTER GANJIL TAHUN AKADEMIK 2022/2023

**PESERTA PROGRAM MBKM RISET SEMESTER GANJIL TAHUN AKADEMIK
 2022/2023 DAN MENJADI SALAH SATU RANGKAIAN DARI KEGIATAN PKKM
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NO	Nama	NIM	Dosen Pembimbing
1	Ghea Septia Atika Refasa	B1021191086	Heriyadi, S.E., M.E., Ph.D. Bintoro Bagus Purmono, S.E., M.M. Dr. Barkah, S.E., M.Si. Helma Malini, S.E., M.M., Ph.D.
2	Anisa	B1024191048	Yulyanti Fahrana, SE, M. Si Bintoro Bagus Purmono, S.E., M.M. Dr. Wenny Pebrianti, S.E., M.Sc. Ana Fitriana, S.E., M.M.
3	Chairul Anwar	B1023191018	DR. Titik Rosnani, , SE,M.Si Bintoro Bagus Purmono, S.E., M.M. Ana Fitriana, S.E., M.M Heriyadi, S.E., M.E., Ph.D.
4	Eka Yoan Nabila	B1023191058	Dr. Erna Listiana, SE.MSi Bintoro Bagus Purmono, S.E., M.M. Yulyanti Fahrana, S.E., M.Si. DR. Titik Rosnani, , SE,M.Si
5	Esa Pratama	B1023191002	Heriyadi, SE, ME, Ph.D Bintoro Bagus Purmono, S.E., M.M. Dr. M. Rustam, S.E., M.E. Dr. M.Irfani Hendri, SE, M.Si
6	Khofifah Rahmania	B1023191033	Dr. Hj. Juniwati, , SE. MP Bintoro Bagus Purmono, S.E., M.M. Harry Setiawan, S.E., M.M. Dr. M.Irfani Hendri, SE, M.Si
7	Okta Wahyuda	B1023191059	M. Hanafi A. Syukur,S.E.,M.M. Bintoro Bagus Purmono, S.E., M.M. Dr. Wenny Pebrianti, S.E., M.Sc. Harry Setiawan, S.E., M.M.
8	Retna Dwi Rusfanti	B1023191056	Dr. Wendy,SE.,M.Sc. Bintoro Bagus Purmono, S.E., M.M. Dr. Erna Listiana,SE,M.Si Dr. Mustaruddin, S.E., M.Si., Ph.D.
9	Rizki Tito Sanjaya	B1023191046	Anwar Azazi, SE., DEA. Bintoro Bagus Purmono, S.E., M.M. Dr. Titik Rosnani, S.E., M.Si. Dr. Erna Listiana, S.E., M.Si.
10	Steven Hans	B1023191007	Dr. Rizky Fauzan, S.E., MSi Bintoro Bagus Purmono, S.E., M.M. Dr. Nur Afifah, SE.M.Si Harry Setiawan, S.E., M.M.
11	Delia Fabiola	B1021191028	Dr. Erna Listiana SE, S.Mi Bintoro Bagus Purmono, S.E., M.M. Dr. Wendy, S.E., M.Sc. Dr. Barkah, S.E., M.Si.

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12	Kresna Dameshifa	B1021191054	Anwar Azazi, SE, DEA Dr. Erna Listiana, S.E., M.Si. Helma Malini, S.E., M.M., Ph.D. Heriyadi, S.E., M.E., Ph.D.
13	Indah Permata Sari	B1021181044	Dr. Hj. Giriati, SE, ME Dr. Erna Listiana, S.E., M.Si. Dr. M. Rustam, S.E., M.E. Heriyadi, S.E., M.E., Ph.D.
14	Stella Evania	B1021181077	Dr. Erna Listiana S.E, S.Mi Dr. Wendy, S.E., M.Sc. DR. Titik Rosnani, SE, M.Si Yulyanti Fahrana, S.E., M.Si.
15	Susiyanto	B1021191095	Ilzar Daud, SE, M.Si, Ph.D Dr. Erna Listiana, S.E., M.Si. Dr. Rizky Fauzan, S.E., M.Si. Hasanudin, SE, M.M
16	Tara Syafira Zanjabila	B1021191134	Dr. Heriyadi, S.E., M.E. Dr. Erna Listiana, S.E., M.Si. Dr. Ahmad Shalahuddin, S.E., M.M. M. Hanafi A. Syukur, S.E., M.M.
17	Yogi Andra Pratama	B1021191164	Anwar Azazi, S.E., D.E.A Dr. Erna Listiana, S.E., M.Si. Helma Malini, S.E., M.M., Ph.D. Dr. Wenny Pebrianti, S.E., M.Sc.
18	Sandra Tania	B1023191015	Dr. Erna Listiana S.E, S.Mi Syahbandi, S.E., M.M. Dr. Ramadania, S.E., M.Si. Dr. Nur Afifah, SE, M.Si
19	Wika Nurul Hidayah Nur Fadilah	B1023191028	Dr. Wendy, S.E., M.Sc. Dr. Erna Listiana, S.E., M.Si. Heriyadi, S.E., M.E., Ph.D. Dr. Nurul Komari, SE, MP
20	Ni Komang Amanda Kartika Putri	B1024191045	Dr. Titik Rosnani, S.E., M.Si. Dr. Erna Listiana, S.E., M.Si. Syahbandi, S.E., M.M. Ana Fitriana, S.E., M.M.
21	Sherren	B1024191034	Dr. Helma Malini, SE, MM Dr. Erna Listiana, S.E., M.Si. Dr. Ahmad Shalahuddin, SE, MM Dr. Nur Afifah, S.E., M.Si.
22	Silvia Dwi Arindi	B1024191018	Anwar Azazi, S.E., D.E.A Dr. Erna Listiana, S.E., M.Si. M. Hanafi A. Syukur, SE, MM Harry Setiawan, S.E., M.M.
23	Cienta Tatia D. T	B1023191030	DR. Titik Rosnani, SE, M.Si Ilzar Daud, S.E., M.Si., Ph.D. M. Hanafi A. Syukur, S.E., M.M. Dr. Nurul Komari, S.E., M.P.
24	Nathania Jessica	B1023191039	Dr. Nur Afifah, S.E., M.Si. Ilzar Daud, S.E., M.Si., Ph.D. Dr. Sulistiowati, S.E., M.Si. Dr. Wenny Pebrianti, S.E., M.Sc.
25	Adelia Putri Adiko	B1024191013	Dr. Maria Christiana I. K, S.E, M.M. Ilzar Daud, S.E., M.Si., Ph.D. Heriyadi, S.E., M.E., Ph.D. DR. Titik Rosnani, SE, M.Si
26	Irvanny Aulia Fadhilah	B1024191006	Heriyadi, SE, ME, Ph.D Ilzar Daud, S.E., M.Si., Ph.D. Dr. Ahmad Shalahuddin, S.E., M.M. Yulyanti Fahrana, S.E., M.Si.
27	Nita Dwi Safitri	B1024191015	Dr. Maria Christiana I. K, SE, MM Ilzar Daud, S.E., M.Si., Ph.D. Dr. M. Irfani Hendri, S.E., M.Si. Ana Fitriana, S.E., M.M.

NO	Nama	NIM	Dosen Pembimbing
28	Nurpratista Andanitya Nadiya Amara	B1024191026	Dr. Barkah, S.E., M.Si.
			Ilzar Daud, S.E., M.Si., Ph.D.
			Dr. Sulistiowati, S.E., M.Si.
			Dr. M. Irfani Hendri, S.E., M.Si.
29	Tasya Rabi'atu Alviah	B1024191007	Dr. Heriyadi, S.E.,M.E.
			Ilzar Daud, S.E., M.Si., Ph.D.
			Dr. Nurul Komari, S.E., M.P.
			DR. Titik Rosnani, , SE,M.Si
30	Tifinny	B1024191020	Anwar Azazi, S.E.,D.E.A
			Ilzar Daud, S.E., M.Si., Ph.D.
			Dr. Maria Christiana I. K, S.E., M.M.
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31	Apriyanto	B1021191182	Dr. Nur Afifah, SE.M.Si
			Bintoro Bagus Purmono, S.E., M.M.
			Dr. Titik Rosnani, SE, M.Si
			Dr. Hj. Juniwati, S.E., M.P.
32	Azriel Rasyidi Akbar	B1021191091	Dr. Maria Christiana I. K, S.E, M.M.
			Dr. Nur Afifah, S.E., M.Si.
			Bintoro Bagus Purmono, S.E., M.M.
			DR. Titik Rosnani, , SE,M.Si
33	Firanda Zata	B1021191161	Dr. Titik Rosnani SE.M.SI
			Dr. Nur Afifah, S.E., M.Si.
			Dr. Hj. Juniwati, S.E., M.P.
			DR. Titik Rosnani, , SE,M.Si
34	Kevin	B1021191067	Dr. Hj. Giriati, SE, ME
			Dr. Nur Afifah, S.E., M.Si.
			Dr. Wendy, S.E., M.Sc.
			Dr. Helma Malini, SE, MM
35	Nabila Auwabina	B1021191061	Dr. Ramadania, SE.MSi D
			Dr. Nur Afifah, S.E., M.Si.
			Dr. Hj Juniwati, SE,M.Si
			Dr.Mustaruddin, SE,M.Si
36	Beti Indahsari	B1023191032	Heriyadi, SE, ME, Ph.D
			Dr. Nur Afifah, S.E., M.Si.
			Dr. Erna Listiana,SE,M.Si
			Dr. Rizky Fauzan, SE,M.Si
37	Cheikha Rania	B1024191043	Ilzar Daud, SE.Msi, Ph.D
			Dr. Nur Afifah, S.E., M.Si.
			Heriyadi, S.E., M.E., Ph.D.
			Syahbandi, SE , M.M
38	Desy Eka Sanjaya	B1024191021	Dr. Barkah, S.E., M.Si.
			Dr. Nur Afifah, S.E., M.Si.
			Dr. Sulistiowati, S.E., M.Si.
			Ilzar Daud, S.E., M.Si., Ph.D.
39	Fanny Deswita Anggraeni	B1024191009	DR. Mustaruddin, SE.MSi
			Dr. Nur Afifah, S.E., M.Si.
			Bintoro Bagus Purmono, S.E., M.M.
			DR. Titik Rosnani, , SE,M.Si
40	Jennifer Angela Pangestu	B1024191036	Dr . Helma Malini , SE., MM.
			Dr. Nur Afifah, S.E., M.Si.
			Hasanudin, SE, M.M
			Heriyadi, S.E., M.E., Ph.D.
41	Nurmalia Sari	B1024191030	Dr. Ramadania, SE.MSi
			Dr. Nur Afifah, S.E., M.Si.
			Bintoro Bagus Purmono, S.E., M.M.
			Dr.M.Rustam, SE, ME
42	Mohammad Mahrus Faris Sa'i	B1021191179	Dr. Rizky Fauzan, S.E., MSi
			Dr. Wendy, S.E., M.Sc.
			Dr. Nurul Komari, SE,MP
			Bintoro Bagus Purmono, S.E., M.M.
43	Renaldi Taryanto	B1021191138	Syahbandi, S.E., M.M.
			Dr. Wendy, S.E., M.Sc.
			Dr. Mustaruddin, S.E., M.Si., Ph.D.
			Dr. Nur Afifah,SE,M.Si

NO	Nama	NIM	Dosen Pembimbing
44	Sharen Velencia	B1023191062	Dr. Hj. Giriati, SE, ME
			Dr. Wendy, S.E., M.Sc.
			Dr. M. Rustam, S.E., M.E.
			Helma Malini, S.E., M.M., Ph.D
45	Christobal Tanheitafino	B1024191037	Dr. Helma Malini, SE, MM
			Dr. Wendy, S.E., M.Sc.
			Dr. Hj. Giriati, S.E., M.E
			Dr. Ramadania, SE, M.Si



Dekan

BARKAH

NIP. 196502201990032004

APPENDIX II
LETTER OF ACCEPTENCE



International Academic & Research Consortium

Po Box-105, Nakuru, Kenya

Sub Branch: IARCON International LLP Shop No. 32 Phultoli Bazar, Lanka, Assam 782446, India

Website: <https://iarconsortium.org/> E-mail: iarconsortium@gmail.com

ACCEPTANCE LETTER

Dear

Adelia Putri Adiko, Maria Christiana I. K, Ilzar Daud, Heriyadi, Titik Rosnani

Manuscript No. **IARJBM-376-2023**

Manuscript Title: The Importance of Leadership on Employee Performance in the Millennial Generation with Organizational Commitment as a Mediator Variable

Dear

Sir/Madam

On behalf of IAR Consortium, I Nasim Ahmed (**Managing Director of IARC**) take pride and pleasure to inform you that our Reviewer has reviewed your article and recommended your Article for publication in our Upcoming issue (**IARJBM: Volume-4: Issue-1; Jan-Feb, 2023**).

Journal:

IAR Journal of Business Management

ISSN Print: 2708-5139 | **ISSN Online:** 2708-5147

Frequency : Bi- Monthly

Language : English

Origin : Kenya

Website : <https://www.iarconsortium.org/journal/IARJBM/details/>

Indexing:-

Google Scholar, Index Copernicus, Research Bible, World Cat, Eurasian Scientific Journal Index (ESJI) Citefactor, SHERPA/RoMEO, Scientific Indexing Services (SIS), Road- Directory of Open Access Scholarly Resources, Directory of Research Journals Indexing (DRJI) and others in Progress



Nasim Ahmed
Nasim Ahmed
Managing Director

REVIEW REPORT

Journal Name: **IAR Journal of Business Management**

Manuscript No: IARJBM-376-2023

Article Title: The Importance of Leadership on Employee Performance in the Millennial Generation with Organizational Commitment as a Mediator Variable

SECTION	Review Order	Correct /Wrong	Modification/ Comment
PREPARATION	Sequence (Abstract, Keywords, Introduction, Methodology, Result, Discussion, Conclusion, Acknowledgement, Reference)	Yes	Everything is Correct
	Reference style (APA)	Yes	Good
	Grammar, Sentence Pattern, Punctuation etc.	Yes	Moderate
	Reference arrangement	No	Moderate
MANUSCRIPT CONTENT	Is the Title sounds clearly?	Yes	Clear
	Is the Topic Important?	Yes	
	Is the Abstract concise and to the point?	Yes	Good
	Is the Objective clear?	No	Moderate
	Is the methodological design that was employed appropriate?	Yes	Good
	Is Mythology was Appropriate?	No	Good
	Is Literature drawn objective?	Yes	Clear
	Is Analysis of Result/Observation/Findings done Correctly? (Tables and Figure appropriate)?	Yes	Very Good
	Has the author effectively linked their findings to literature that they discussed in their literature review?	Yes	Clear
	Are the References in the literature review from academically appropriate sources such as peer-reviewed journals?	Yes	Moderate
	Are the References in the literature review relevant?	Yes	
	Are the References were complete and appropriate?	No	
	Is the Conclusion Sound?	Yes	Good
	Is writing clear and concise?	No	Good

Is Paper original Yes/No	Plagiarism percentage
	6.2 %

Reviewer Comment if any

--

Review Report Recommended/ disposition of the manuscript

Category	Criteria
A	Strongly Recommended
B	Acceptable (as written with no need for any revisions)
C	Acceptable (with minor revisions/Editorial correction)
D	Ask for revisions and continue with a second review
E	Rejection (Do not accept for publication)

Final Decision Category: (Select **A/B/C/D/E**)

Nasim Ahmed

Nasim Ahmed
(Director, IARCON INTERNATIONAL LLP.)

APPENDIX III
ARTICLES INFORMATION DOCUMENT



INFORMASI JURNAL
PROGRAM MERDEKA BELAJAR KAMPUS MERDEKA
MBKM RISET
PROGRAM STUDI MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS TANJUNGPURA

=====

1. Identitas Jurnal Ilmiah Terindeks (tempat artikel diterbitkan)

Nama Jurnal	IAR Journal of Business Management (by IARCON International LPP)
Vol/No/bln/Thn/ diterbitkan	Vol-4, Iss-1 (Jan-Feb, 2023): 133-144
Kategori Jurnal	International
Judul	The Importance of Leadership on Employee Performance in the Millennial Generation with Organizational Commitment as a Mediator Variable
Bidang Ilmu	Human Resource Management (HRM)
Penerbit	IAR CONSORTIUM
Author (Seluruhnya)	Adelia Putri Adiko, Maria Christiana I. K, Ilzar Daud, Heriyadi, Titik Rosnani
Link Web Jurnal	https://www.iarconsortium.org/journal/IARJBM/home/
Link Download Artikel	https://www.iarconsortium.org/article/2190 <u>The Importance of Leadership on Employee Performance in the Millennial Generation with Organizational Commitment as a Mediator Variable</u> / https://www.iarconsortium.org/article/download/2190/

2. Identitas Pengusul

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Program	International

Konsentrasi	Human Resource Management
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Pontianak, 28 Januari 2023
Penulis,



Adelia Putri
Adiko

APPENDIX IV
QUESTIONNAIRE

Transformational Leadership

NO	QUESTION	ANSWER				
		1	2	3	4	5
1	My Manager makes me feel comfortable around him	1	0	11	105	133
2	My Manager makes me have complete trust in him	1	1	12	89	147
3	My Manager makes me proud by being associated with him	0	1	15	98	136
4	My Manager tells me what to do in easy-to-understand words	0	2	5	129	114
5	My Manager provides an overview of the work I will be doing	0	2	5	82	161
6	My Manager helps me find meaning in my work	0	2	5	129	114
7	My Manager helps me to solve old problems in a new way	0	1	5	113	131
8	My Manager gives me a new way of looking at confusing things	1	4	8	105	132
9	My Manager makes me rethink ideas that I never thought of before	1	2	6	119	122
10	My Manager helps to develop skills that have	1	3	5	104	137
11	My Manager gives me feedback about the work they do	0	3	10	129	108
12	My Manager pays more attention to other people who seem to get rejected	4	2	15	80	149

Empowering Leadership

NO	QUESTION	ANSWER				
		1	2	3	4	5
1	My Manager allows me to do things my way	0	6	2	80	162
2	My Manager keeps the rules and makes regulations simple so I can do my job more efficiently	0	1	4	101	144
3	My manager allows making important decisions quickly to meet customer needs	1	2	4	98	145
4	My Manager makes many decisions with me participating in them	0	2	10	91	147
5	My Manager frequently consults me about strategic decisions	1	2	18	62	167
6	My Manager asks my opinion on decisions that may affect me	1	2	10	100	137
7	My Manager helps me to understand how my goals relate to the organization	0	2	11	98	139
8	My Manager helps me to understand the importance of my work to the overall effectiveness of the company	0	2	9	130	109
9	My Manager helps me to understand how my work fits into the overall organization	0	2	8	177	63
10	My Manager believes I can handle the more complex	0	1	7	129	113
11	My Manager believes in my ability to improve even when I make an error of	0	3	9	119	119
12	My Manager expresses confidence in my ability to perform my job at a high level	0	0	6	92	152

Employee Performance

NO	QUESTION	ANSWER				
		1	2	3	4	5
1	I plan my work to get results that are in line with expectations and finish on time	1	3	2	112	132
2	I can do my job effectively and efficiently	0	1	3	127	119
3	I immediately start a new job when my previous job is completed.	0	1	6	119	124
4	I try to keep my job skills up-to-date	0	2	2	84	162
5	I come up with creative solutions to new problems	0	1	12	67	170
6	I am constantly looking for new challenges in my work	0	2	14	103	131
7	I focus on the negative aspects of situations at work rather than the positive aspects	120	94	12	14	10
8	I talk to people outside the organization about the negative aspects of my job	69	151	14	7	9
9	I complain about minor work-related issues at work	103	115	11	10	11

Organizational Commitment

NO	QUESTION	ANSWER
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		1	2	3	4	5
1	I would be happy to spend the rest of my career with this organization	0	1	17	60	172
2	I feel like part of the family in my organization	0	0	8	84	158
3	This organization means a lot to me	0	1	7	105	137
4	I feel that I have little choice in considering leaving this organization	2	1	17	131	99
5	It would be very difficult for me to leave my current organization, even if I wanted to.	1	2	13	119	115
6	Right now, staying with my organization is a matter of need as much as want	5	9	26	141	69
7	If I get another offer for a better job elsewhere, I do not feel right about leaving my organization	13	7	24	54	152
8	In my opinion, employees recently move too often from one organization to another	18	9	31	85	107
9	Moving from one organization to another seems entirely unethical to me	14	3	39	146	48

APPENDIX V
DATA

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3	1	1	3	1	1	3	1	1	1	2	3	2	1	2	2	2	2	2	2	2	1	2	2	2	2	4	4	4	4	5	4	5	5	5	2	2	2	1	1	1	1	1	2				

APPENDIX VI
DATA PROCESSED

Standardized Regression Weights: (Group number 1 - Default model)

				SLF	
			Estimate	Squared Loading	AVE
TL1	<---	TL	0,885	0,78	0,80
TL2	<---	TL	0,913	0,83	
TL3	<---	TL	0,912	0,83	
TL4	<---	TL	0,89	0,79	
TL5	<---	TL	0,89	0,79	
TL6	<---	TL	0,927	0,86	
TL7	<---	TL	0,878	0,77	
TL8	<---	TL	0,88	0,77	
TL9	<---	TL	0,903	0,82	
TL10	<---	TL	0,871	0,76	
TL11	<---	TL	0,899	0,81	
TL12	<---	TL	0,897	0,80	
EL12	<---	EL	0,887	0,79	0,79
EL11	<---	EL	0,892	0,80	
EL10	<---	EL	0,901	0,81	
EL9	<---	EL	0,882	0,78	
EL8	<---	EL	0,891	0,79	
EL7	<---	EL	0,893	0,80	
EL6	<---	EL	0,884	0,78	
EL5	<---	EL	0,888	0,79	
EL4	<---	EL	0,902	0,81	
EL3	<---	EL	0,881	0,78	
EL2	<---	EL	0,862	0,74	
EL1	<---	EL	0,92	0,85	
OC9	<---	OC	0,616	0,38	0,57
OC8	<---	OC	0,666	0,44	
OC7	<---	OC	0,727	0,53	
OC6	<---	OC	0,701	0,49	
OC5	<---	OC	0,761	0,58	
OC4	<---	OC	0,747	0,56	
OC3	<---	OC	0,789	0,62	
OC2	<---	OC	0,885	0,78	
OC1	<---	OC	0,867	0,75	

EP1	<---	EP	0,935	0,87	0,83
EP2	<---	EP	0,95	0,90	
EP3	<---	EP	0,908	0,82	
EP4	<---	EP	0,906	0,82	
EP5	<---	EP	0,913	0,83	
EP6	<---	EP	0,878	0,77	
EP7	<---	EP	0,892	0,80	
EP8	<---	EP	0,906	0,82	
EP9	<---	EP	0,922	0,85	

Correlations: (Group number 1 - Default model)

			Estimate	Squared Loading
TL	<-->	EL	0,912	0,83

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
TL	<-->	EL	1,033	0,109	9,479	***	P label di bawah 0,000 = ***

			Estimate	Error	(sum(loadings))^2	CR
TL1	<---	TL	0,885	0,298	115,455025	0,97
TL2	<---	TL	0,913	0,28		
TL3	<---	TL	0,912	0,263		
TL4	<---	TL	0,89	0,311		
TL5	<---	TL	0,89	0,25		
TL6	<---	TL	0,927	0,238		
TL7	<---	TL	0,878	0,328		
TL8	<---	TL	0,88	0,327		
TL9	<---	TL	0,903	0,255		
TL10	<---	TL	0,871	0,286		
TL11	<---	TL	0,899	0,267		
TL12	<---	TL	0,897	0,257		
EL12	<---	EL	0,887	0,323	114,126489	0,97
EL11	<---	EL	0,892	0,277		
EL10	<---	EL	0,901	0,26		
EL9	<---	EL	0,882	0,265		
EL8	<---	EL	0,891	0,253		
EL7	<---	EL	0,893	0,305		
EL6	<---	EL	0,884	0,281		
EL5	<---	EL	0,888	0,264		
EL4	<---	EL	0,902	0,256		

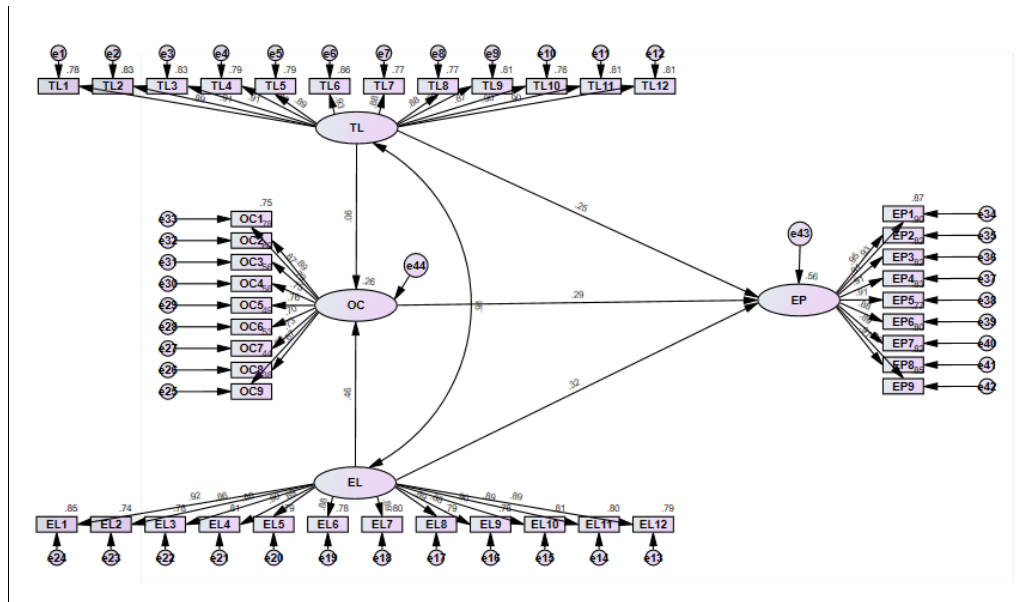
EL9	<---	EL	0,882	0,265		
EL8	<---	EL	0,891	0,253		
EL7	<---	EL	0,893	0,305		
EL6	<---	EL	0,884	0,281		
EL5	<---	EL	0,888	0,264		
EL4	<---	EL	0,902	0,256		
EL3	<---	EL	0,881	0,267		
EL2	<---	EL	0,862	0,33		
EL1	<---	EL	0,92	0,238		
OC9	<---	OC	0,616	0,647	45,684081	0,92
OC8	<---	OC	0,666	0,865		
OC7	<---	OC	0,727	0,651		
OC6	<---	OC	0,701	0,498		
OC5	<---	OC	0,761	0,39		
OC4	<---	OC	0,747	0,365		
OC3	<---	OC	0,789	0,296		
OC2	<---	OC	0,885	0,186		
OC1	<---	OC	0,867	0,232		
EP1	<---	EP	0,935	0,22	67,4041	0,96
EP2	<---	EP	0,95	0,162		
EP3	<---	EP	0,908	0,285		
EP4	<---	EP	0,906	0,352		
EP5	<---	EP	0,913	0,323		
EP6	<---	EP	0,878	0,39		
EP7	<---	EP	0,892	0,312		
EP8	<---	EP	0,906	0,32		
EP9	<---	EP	0,922	0,228		

VARIANCES : (GROUP NUMBER 1-DEFAULT MODEL)

	Estimate	S.E.	C.R.	P	Label
TL	1,083	0,121	8,927	***	
EL	1,187	0,133	8,945	***	
e44	0,292	0,056	5,218	***	
e43	0,676	0,072	9,449	***	
e1	0,298	0,029	10,414	***	
e2	0,28	0,028	10,133	***	
e3	0,263	0,026	10,146	***	
e4	0,311	0,03	10,378	***	
e5	0,25	0,024	10,373	***	
e6	0,238	0,024	9,899	***	
e7	0,328	0,031	10,467	***	
e8	0,327	0,031	10,454	***	
e9	0,255	0,025	10,256	***	
e10	0,286	0,027	10,513	***	
e11	0,267	0,026	10,289	***	
e12	0,257	0,025	10,31	***	
e13	0,323	0,031	10,361	***	
e14	0,277	0,027	10,315	***	
e15	0,26	0,025	10,223	***	
e16	0,265	0,026	10,398	***	
e17	0,253	0,025	10,326	***	
e18	0,305	0,03	10,306	***	
e19	0,281	0,027	10,386	***	
e20	0,264	0,026	10,347	***	
e21	0,256	0,025	10,207	***	
e22	0,267	0,026	10,402	***	
e23	0,33	0,031	10,531	***	
e24	0,238	0,024	9,965	***	
e25	0,647	0,06	10,701	***	
e26	0,865	0,082	10,561	***	
e27	0,651	0,063	10,315	***	
e28	0,498	0,048	10,432	***	
e29	0,39	0,038	10,124	***	

e30		0,365	0,036	10,207	***	
e31		0,296	0,03	9,915	***	
e32		0,186	0,022	8,414	***	
e33		0,232	0,026	8,861	***	
e34		0,22	0,023	9,57	***	
e35		0,162	0,018	9,033	***	
e36		0,285	0,028	10,089	***	
e37		0,352	0,035	10,115	***	
e38		0,323	0,032	10,018	***	
e39		0,39	0,038	10,389	***	
e40		0,312	0,03	10,273	***	
e41		0,32	0,032	10,11	***	
e42		0,228	0,023	9,856	***	

Goodness of Fit Index	Cut off Value	Results
χ^2 - Significance Probability	≥ 0.05	0.000
CMIN/DF	≤ 3.00	2.423
RMSEA	≤ 0.08	0.076
IFI	≥ 0.90	0.917
TLI	≥ 0.90	0.912
CFI	≥ 0.90	0.916



Item	Std Estimate	S.E.	C.R.	p-values	description
OC <--- TL	0.038	0.093	0.405	0.685	Not Accepted
OC <--- EL	0.263	0.092	2.878	0.004	Accepted
EP <--- TL	0.299	0.140	2.143	0.032	Accepted
EP <--- EL	0.360	0.137	2.626	0.009	Accepted
EP <--- OC	0.517	0.115	4.947	***	Accepted

Item	Sobel test statistic	Two-tailed probability	description
TL > OC > EP	0.406	0.684	Not Accepted
EL > OC > EP	2.412	0.015	Accepted