ANALYSIS OF SERVANT LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON AFFECTIVE COMMITMENT : A MEDIATION OF PERSON ORGANIZATIONAL FIT

Palupi Listyaningrum[1], Syamsul Hadi2, Tri Ratna Purnamarini3 Departement Of Management, Sarjanawiyata Tamansiswa University, Indonesia
e-mail: 1palupilistyaningrum11@gmail.com , 2Syamsul.hadi@ustjogja.ac.id , 3t.purnamarini@ustjogja.ac.id

Abstract

Affective commitment is an attachment of emotional feelings from employees who can contribute to the organization that can lead to good behavior in an effort to improve organizational performance. This study aims to analyze the influence of servant leadership and transformational leadership on affective commitment mediated by person organizational fit. This study used quantitative methods with purposive sampling techniques involving 51 respondents in the Regional Inspectorate of Bantul Regency, while processing data using SmartPLS version 4.0. The results showed that servant leadership and transformational leadership were not proven to have a positive effect on affective commitment, but servant leadership and transformational leadership were proven to have a significant positive effect on person organizational fit, person organizational fit had a significant positive effect on affective commitment and able to mediate between servant leadership and transformational leadership on affective commitment.

Keywords : *servant leadership, transformational leadership, affective commitment, person organizational fit.*

Komitmen afektif merupakan keterikatan perasaan emosional dari pegawai yang dapat memberikan kontribusinya kepada organisasi yang dapat menimbulkan perilaku yang baik dalam upaya peningkatan kinerja organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh servant leadership dan kepemimpinan transformasional terhadap komitmen afektif yang dimediasi oleh person organizational fit. Penelitian ini menggunakan metode kuantitatif dengan teknik purposive sampling yang melibatkan 51 responden di Inspektorat Daerah Kabupaten Bantul, sedangkan olah data menggunakan SmartPLS versi 4.0. Hasil penelitian menunjukkan bahwa servant leadership dan kepemimpinan transformasional tidak terbukti berpengaruh positif terhadap komitmen afektif, namun servant leadership dan kepemimpinan transformasional terbukti berpengaruh positif signifikan terhadap person organizational fit, person organizational fit berpengaruh positif signifikan terhadap komitmen afektif dan mampu sebagai pemediasi antara servant leadership dan kepemimpinan transformasional terhadap komitmen afektif.

Kata Kunci : *servant leadership, kepemimpinan transformasional, komitmen afektif, person organizational fit.*

A. Introduction

Human resources are an important factor in organizational sustainability. Quality human resources that have competitiveness and superior performance are able to achieve organizational goals. Organizational goals can be achieved with the organization's affective commitment which is able to foster high moral values, so that the organization will be satisfied with the results achieved together. A leader who is able to provide motivation or good service to the organization can create enthusiasm for the organization to achieve common goals. A leader is someone who is able to inspire others by providing services and is willing to make sacrifices to help the organization develop and grow individual effectiveness and efficiency [1]. To focus on organizational development, there needs to be a leadership role that is able to help the organization develop for the better. Transformational leadership and Servant Leadership as leadership that is able to improve organizational performance through affective commitment and personal organizational fit. *Servant Leadership* a type of leadership that is able to influence subordinates by helping them develop a sense of service and behavior by providing guidance and training to the organization [2]. The characteristics of Servant Leadership can be implemented by organizations to become service-oriented organizations. This leadership can build selfless trust in serving others. To help create an organization that is able to provide the best service in the current era of globalization, it is necessary to have transformational leadership that can help organizations compete.

Transformational leadership is one of the most relevant leadership models in dealing with conflicts between core values in organizations and changes in dealing with stakeholders [3]. Transformational leadership is very important in organizational change, because leaders are able to provide motivation and support for the organization to change, form a common perspective between superiors and followers, and focus on high values to achieve organizational goals with the effective application of human resources [4].In this case, transformational

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[1] Helena Liu, 'Just the Servant: An Intersectional Critique of Servant Leadership', *Journal of Business Ethics*, 156.4 (2019), 1099–1112 <https://doi.org/10.1007/s10551-017-3633-0>.

[2] Talya N. Bauer and others, 'Understanding the Consequences of Newcomer Proactive Behaviors: The Moderating Contextual Role of Servant Leadership', *Journal of Vocational Behavior*, 112.October 2018 (2019), 356–68 <https://doi.org/10.1016/j.jvb.2019.05.001>.

[3] Tipu, 'Article Title Page', 2018.

[4] Lauren R. Farahnak and others, 'The Influence of Transformational Leadership and Leader Attitudes on Subordinate Attitudes and Implementation Success', *Journal of Leadership and Organizational Studies*, 27.1 (2020), 98–111 <https://doi.org/10.1177/1548051818824529>.

leadership is the basis for influencing attitudes and behavior in organizations with the influence of strong affective commitment within the company. As transformational leadership that has commitment can help organizations to make changes. Organizations that have affective commitment will tend to stay in one organization and will have a better understanding and knowladge regarding the work carried out with conformity within teh oerganization.

The higher the role of leaders in the organization can provide good changes for every member of the organization. The Bantul Regency Regional Inspectorate has leaders who are able to bring about change and are able to serve their employees well. So that employees are able to demonstrate superior and quality performance that is able to assist leaders in achieving organizational goals. The Bantul Regency Regional Inspectorate is the supervisory element of regional government administration led by the Inspector. The Inspector also acts as a leader who reports directly to the Regent. This responsibility will be a challenge for leaders to always provide the best results to the regent. To provide the best results is not easy for a leader. This is because organizations feel dissatisfied with the facilities provided and inconsistent organizational commitment. Lack of adjustment of people in the organization also becomes an obstacle for leaders to obtain maximum results.

In establishing the relationship between Servant leadership, Transformational Leadership, and Affective Commitment, this research will refer to the role of leadership and organizational commitment to place the mediating role of person organization fit. Person organizational fit is defined as the match of individual values with organizational values [5]. Person organization fit is very important for organizations in increasing the ability of each individual with the affective commitment they have in the organization [6].States that transformational leadership has a positive and significant influence on affective commitment. [7]Whereas states that transformational leadership style has no significant effect on affective commitment. This research also shows that the

[5] Nurali Nurali, 'Peran Kesesuaian Orang-Organisasi Dalam Memediasi Pengaruh Spiritualitas Tempat Kerja Dan Persepsi Dukungan Organisasi Terhadap Perilaku Kerja Inovatif', *JMD : Jurnal Riset Manajemen & Bisnis Dewantara*, 4.2 (2021), 111–24 <https://doi.org/10.26533/jmd.v4i2.895>.

[6] Akhmad Benny Ansori and Andriyani, 'Pengaruh Gaya Kepemimpinan Transformasional Terhadap Komitmen Afektif Dan Normatif, Dengan Kepercayaan Pada Pemimpin Sebagai Variabel Mediasi (Studi Pada PLN Jawa Tengah Dan DIY)', *Media Riset Manajemen*, 3.1 (2020), 1–12 <https://doi.org/10.20961/mrm.v3i1.38>.

[7] Francisco Luis and Gil Moncayo, 'Pengaruh Keadilan Distributif Kompensasi Dan Gaya Kepemimpinan Transformasional Terhadap Komitmen Afektif Karyawan JNE Banten Dengan Kepuasan Kerja Sebagai Variabel Intervening', 7.2 (2016), 198–212.

relationship between Servant Leadership and employee attitudes is not necessarily direct but is mediated by other variables [8]. Therefore, in this research, Person Organization Fit mediation is used as a filler for the empirical gap that occurs, so that the role of person organizational fit mediation is expected to become a research gap thet occurs. The discussion of each variable is adjusted to the literature review that supports this research.

Social Learning Theory

Servant leadership and transformational leadership. Servant Leadership from several literatures uses social learning theory which shows that someone imitating other people in new and existing behavior can give them social benefits. Albert Bandura's concept states that subordinates will tend to follow their leaders in organizational behavior. Servant leadership is leadership that focuses on personal development and organizational welfare[9]. According to [10], servant leadership has the following indicators: 1) Emotional Healing; 2) Creating Value For The Community; 3) Conceptual Skills; 4) Empowering; 5) Helping; 6) Putting Suboardinates Grow and succeed; 7) Behaving Ethically. To support leaders who provide services to their employees, of course there needs to be leaders who are able to provide change to their employees. This leadership can be called transformational leadership.

Relational Theory of Leadership

Transformational Leadership is based on the Relational Theory of Leadership which focuses on the relationship between leaders and their followers. In this case, the leader's role is to provide motivation and be able to inspire people by helping the organization understand its potential which can be transformed into real behavior in completing main tasks and collective functions. According to[11] leadership is defined as a person's ability to anticipate, visualize, maintain flexibility, think strategically, and collaborate with others to bring about

[8] Khalid Abed Dahleez, Mohammed Aboramadan, and Anjali Bansal, 'Servant Leadership and Affective Commitment: The Role of Psychological Ownership and Person–Organization Fit', *International Journal of Organizational Analysis*, 29.2 (2021), 493–511 <https://doi.org/10.1108/IJOA-03-2020-2105>.

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[10] Robert C. Liden, Sandy J. Wayne, Jeremy D. Meuser, and others, 'Servant Leadership: Validation of a Short Form of the SL-28', *Leadership Quarterly*, 26.2 (2015), 254–69 <https://doi.org/10.1016/j.leaqua.2014.12.002>.

[11] Irene Wei Kiong Ting and others, 'Knowledge Management and Firm Innovative Performance with the Moderating Role of Transformational Leadership', *Journal of Knowledge Management*, 25.8 (2021), 2115–40 <https://doi.org/10.1108/JKM-08-2020-0629>.

changes that can ensure the long-term survival of the organization. In this case, transformational leadership has the following indicators: 1) Idealized influence; 2) Inspirational motivation; 3) Intellectual simulation; 4) Individual consideration.

Social Exchange Theory

Commitment organizations from several literatures use social exchange theory which is widely used to study various relationships that occur in the workplace. According to[12] quoted from Gouldner, when social exchange is formed, employees and other co-workers enter into long-term relationships involving social exchange[8]. Affective commitment involves long-term emotional ties to employees and the workplace organization that can be used as a valuable investment for the organization. Affective commitment is a trait possessed by employees to be able to contribute to the organization which ultimately can lead to better behavior in an effort to improve organizational performance.[13]. Affective commitment has the following indicators: 1) Emotional; 2) Identification; 3) Employee involvement in the organization.

Based on person organizational fit, researchers use values congruence as an operational aspect of person organization fit. This is because the existence of values can help maintain individual and organizational characteristics and can predict various outcomes, including satisfaction and goal-directed behavior. According to[14]Most developing countries are now experiencing a post-industrial era, characterized by growing interdependence and increased interaction between individuals and their organizations. Company employees are more interested and engaged in organizations that match their values with the necessary resources. Organizational fit is defined as the match between people and organizational characteristics in value congruence. Person Organizational Fit has the following indicators: 1) Value congruence; 2) Demands-abilities; 3) Needs-supplies.

B. Methodology

This research is research that uses quantitative methods and data is collected through surveys and the data is processed and then analyzed using descriptive analysis techniques. This research aims to prove the influence of servant leadership (X1) and transformational leadership (X2) on affective commitment

[12] Diaz Haryokusumo, Jurnal Bisnis Darmajaya, and Diaz Haryokusumo, '2019_J Bisnis Darmajaya_Diaz_Pengarup Dop Dan Komunitas Pada Komitmen Afektif', 05.02 (2019), 1–19.

[13] Christian Hartono and others, 'Citizenship Behavior Pada Karyawan Di Restoran X Surabaya', 124.1 (2014), 184–98.

[14] Dahleez, Aboramadan, and Bansal.

(Y2) with person organization fit (Y1) as a mediator. This research uses quantitative methods, namely research used to examine whether a variable is related to other variables.

The population in this study were employees of the Bantul Regency Regional Inspectorate located on JL. Prof. Dr. Soepomo, Mandingan, Ringinharjo, District. Bantul, Bantul Regency, Yogyakarta Special Region 55712. The population in this study was 55 Inspectorate Employees. The sampling technique used in this research was purposive sampling. According to [15] purposive sampling technique is a technique for sampling data sources with certain considerations. This technique selects a group of subjects based on certain characteristics which are considered to be related to certain traits or characteristics. The sample used in this research was 51 employees and the research was carried out by distributing questionnaires directly for 1 week. After the data was obtained, researchers carried out data processing using SmarPLS 4.0.

Research instruments are tools used to collect, examine and investigate a problem. This instrument is in the form of a questionnaire containing questions which are then given responses by the research subjects. The preparation of this questionnaire is based on theoretical construction that has been prepared previously. From this theoretical basis, indicators are developed which will then be developed into question items. In this case, respondents are asked to be able to put a checklist mark on one of the answers that best suits the respondent. The checklist in this research includes: STS =Strongly Disagree; TS= Disagree; N= Neutral; S = Agree; and SS = Strongly Agree.

C. Findings and Discussion *Demographic Analysis.*

Respondent Characteristics

Based on the characteristics of the respondents, the majority of participants in this study were female, 33 people (64.7%), while 18 people were male (35.3%). Based on employment status, 1 person (2.0%) is a non- permanent employee and 50 people (98.0%) are permanent employees. Based on marital status, 11 people (21.6%) were not married and 40 people (78.4%) were married. Meanwhile, the average age of the employees was most >40 years old, 26 people (51.0%) and the youngest age was 20-30 years old, 13 people (25.5%). Based on education, 35 inspectorate employees had education up to Bachelor's degree (68.6%). And the total length of service ofinspectorate employees was >15 years as many as 21 people (41.2%,)

[15] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D. CV*, 2017.

Validity and reliabillity

Table 1.0 to see the results of outer loading. In the servant leadership statement there are 14 statements which are then processed with smartPLS and there are 7 valid variables, transformational leadership statements and person organizational fit there are 5 statements, and affective commitment there are 6 statements. All statements are said to be valid if the result > 0.7. The following table of convergent validity test results:

Table 1: Hasil Uji Validitas Konvergen (Outer Loading)

Indicator	**Servant Leadership (X1)**	**Transformational leadership (X2)**	**Person Organization Fit (Y1)**	**Affective Commitment (Y2)**	**Status**
X1.4	0.800				Valid
X1.5	0.841				Valid
X1.6	0.810				Valid
X1.8	0.800				Valid
X1.13	0.806				Valid
X1.14	0.871				Valid
X2.1		0.849			Valid
X2.2		0.853			Valid
X2.3		0.832			Valid
X2.4		0.844			Valid
X2.5		0.860			Valid
Y1.1			0.886		Valid
Y1.2			0.926		Valid
Y1.3			0.854		Valid
Y1.4			0.906		Valid

Y1.5			0.763		Valid
Y2.1				0.794	Valid
Y2.3				0.775	Valid
Y2.5				0.878	Valid
Y2.6				0.901	Valid

The table 1 above is the result of outer loading calculations with smartpls4 which shows that the loading factor value has a value of >0.7. Thus, the indicators forming the construct are categorized as valid.

Table 2: Reliability Test Results (Cornbach's Alpha)

Variable	Cronbach's alpha	Information
Transformational Leadership_X2	0.902	Reliable
Affective Commitment (Y2)	0.859	Reliable
Person Organization fit (Y1)	0.917	Reliable
Servant Leadership_(X1)	0.925	Reliable

In table 2 you can see the results of the reliability test analysis using the SmartPLS tool which states that all Cornbanch's alpha values show that all values are more than 0.6 and this shows that the level of variable reliability has met the criteria.

Fit Models

Table 3.0 The fit model test is carried out by looking at the estimated results of SmartPLS output compared with criteria such as the following explanation:

Table 3.0: Fit Models

Fit Summary	Cut Off	Estimasi	Penjelasan
SRMR	Lebih kecil dari 0,10	0,087	Bagus
d_ULS	Output Confidence Interval (CI) lebih besar Original Sampel (OS)	CI (0,378) < OS (0,201)	Tidak Bagus
d_G	Output Confidence Interval (CI) lebih besar Original Sampel (OS)	CI (n/a) < OS (1,584)	Tidak Bagus
Chi-Square	χ^2 Statistik < χ^2 Tabel	837,412 > 406,294	Tidak Bagus
NFI	Mendekati nilai 1	0,663	Bagus

Tabel 3 from the output above, it can be seen that the SMSR value is 0.087 so that the model meets the model fit criteria. This can also be seen from the NFI value which is close to 1, which indicates that the model meets the model fit criteria.

Uji Hipotesis

Tabel 4.0 Hypothesis tests are carried out to find out whether each variable is acceptable or not. According to the criteria for acceptance or rejection of the hypothesis, Ha is accepted and Ho is rejected if the significance value of t-statistics > 1.96 and the P-Value value <0.05 at a significance level of 5%. The results of this research hypothesis test are as follows:

Tabel 4 Uji Hipotesis

	Hipotesis	Tanda	Koefisien Parameter (Original Sampel)	t Statistik	P Value	Status
H1	*Servant Leadership* berpengaruh pada Komitmen Afektif	(+)	0,005	0,038	0,970	Tidak Terbukti

H2	Kepemimpinan Transformasional berpengaruh pada Komitmen Afektif	(+)	0,250	1,595	0,111	Tidak terbukti
H3	*Servant Leadership* berpengaruh pada *Person Organization fit*	(+)	0,326	2,961	0,003	Terbukti
H4	Kepemimpinan Transformasional berpengaruh pada *Person Organization Fit*	(+)	0,594	5,670	0,000	Terbukti
H5	*Person Organization fit* berpengaruh pada Komitmen Afektif	(+)	0,616	4,265	0,000	Terbukti

Hypothesis testing

Hypothesis test results can be seen from the original sample coefficient values.

To test the influence of Servant Leadership (X1) on Affective Commitment (Y2), the estimated value is 0.005, and the t-statistic value is 0.038 < 1.96, with a P-value of 0.970 > 0.05. Thus it can be concluded that the first hypothesis H1 is not proven.

H1: Servant Leadership is not proven to have a significant positive effect on Affective Commitment.

The influence of Transformational Leadership (X2) on Affective Commitment (Y2) shows an original sample estimate value of 0.250, and a t-statistic value of 1.595> 1.96, with a P-Value value of 0.111 < 0.05. Thus it can be concluded that the second hypothesis H2 is declared not proven.

H2: Transformational Leadership is not proven to have a significant positive effect on Affective Commitment.

The influence of Servant Leadership (X1) on Person Organization Fit (Y1) shows an original sample estimate value of 0.326, and a t-statistic value of 2.961> 1.96, with a P-Value value of 0.003 < 0.05. Thus it can be concluded that the second hypothesis H3 is proven.

H3: Servant Leadership is proven to have a significant positive effect on Person Organizational Fit.

Transformational Leadership (x2) on Person Organization Fit (Y1)

shows an original sample estimate value of 0.594, and a t-statistic value of 5.670> 1.96, with a P-Value value of 0.000<0.05. Thus it can be concluded that the second hypothesis H4 is proven.

H4: Transformational Leadership is proven to have a significant positive effect on Person Organizational Fit.

*Person Organization Fit (Y1)*towards Affective Commitment (Y1) shows an original sample estimate value of 0.616, and a t-statistic value of 4.265 > 1.96, with a P-Value value of 0.000 < 0.05. Thus it can be concluded that the second hypothesis H5 is proven.

H5: Personal Organizational fit has been proven to have a significant positive effect on Affective Commitment.

Mediation Analysis

Based on the Direct Effect value of 0.005 while the Total Effect value is 0.206 so it can be explained that the total effect (TE) value is greater than the direct effect (DE) value with a significant comparison, it can be concluded that Person Organization Fit (Y1) plays a positive and significant role asvariables that mediate the influence of Servant Leadership (X1) and Transformational Leadership (X2) on affective commitment (Y2) with a mediation effect of 0.201. In this research, the role of Person Organization Fit (Y1) in mediating the variables Servant Leadership (X1) and Transformational Leadership (X2) on Affective Commitment (Y2) is quite significant so it can be concluded that Servant Leadership (X1) and Transformational Leadership (X2) can mediate Servant Leadership. (X1) and Transformational Leadership (X2) on affective commitment (Y2).

Discussion

Research shows that Servant Leadership has no impact on the desire for Affective Commitment in Bantul Regency Regional Inspectorate employees. Servant Leadership (X1) on Affective Commitment (Y2) shows an estimated value of 0.005, and a t-statistical value of 0.038 < 1.96, with a P-value of 0.970 > 0.05. This shows that the level of Servant Leadership has no influence on the levelof employee Affective Commitment. This research is not in accordance with previous research conducted by [16], namely that servant leadershipcan show positive interest in the growth, development and welfare of the organization which can provide feedback by expressing commitment and supportfor the organization.

This research shows that Transformational Leadership has no impact on the Affective Commitment of Bantul Regency Regional Inspectorate employees. Transformational Leadership (X2) on Affective Commitment (Y2) shows an estimated value of 0.250, and a t-statistic value of 1.595 <1.96, with a P-Value value of 0.111 > 0.05. This shows that the level of Transformational

[16] Nathan Eva and others, 'Servant Leadership: A Systematic Review and Call for Future Research', *Leadership Quarterly*, 30.1 (2019), 111–32 <https://doi.org/10.1016/j.leaqua.2018.07.004>.

Leadership on Affective Commitment has no influence on the level of employee Affective Commitment. This research is not in line with previous research conducted by [17] which has proven that transformational leadership has a positive influence on affective commitment.

The original sample estimated value is 0.326, and the t-statistic value is 2.961 > 1.96, with a P-Value value of 0.003 < 0.05. Thus the third hypothesis is declared proven. This shows that the leader's level of Servant Leadership influences Person Organization Fit. This is also in line with the research results conducted by [18] which shows that servant leadership behavior can go beyond this conformity by providing many opportunities for quality interaction between.

The influence of Transformational leadership (X2) on Person Organization Fit (Y1) shows an original sample estimate value of 0.594, and a t-statistic value of 5.670 > 1.96, with a P-Value value of 0.000 < 0.05. This shows that the leader's level of Transformational leadership is able to influence Person Organization Fit. This is also in line with the results of research conducted by [19] which shows that transformational leadership has a significant positive influence on person organizational fit.

The fifth hypothesis tests the influence of Affective Commitment (Y2) on Person Organization Fit (Y1), which shows an original sample estimate value of 0.616, and a t-statistic value of 4.265 > 1.96, with a P-Value value of 0.000 < 0.05.This shows that the level of employee affective commitment influences Person Organization Fit. This is in line with previous research conducted by [20]which stated that person organizational fit is positively related to organizational commitment.

Based on the PLS analysis, it was concluded that Person Organizational Fit was proven to mediate Servant Leadership on affective commitment. This showsthat the servant leadership variable has a positive direct and indirect effect on affective commitment through person organizational fit.

Based on the PLS analysis, it was concluded that Person Organizational Fit was proven to mediate transformational leadership on affective commitment. This shows that the transformational leadership variable has a direct and indirect positive effect on affective commitment

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[17] Albert Amankwaa, Michael Asiedu Gyensare, and Pattanee Susomrith, 'Transformational Leadership with Innovative Behaviour: Examining Multiple Mediating Paths with PLS-SEM', *Leadership and Organization Development Journal*, 40.4 (2019), 402–20 <https://doi.org/10.1108/LODJ-10-2018-0358>.

[18] Dahleez, Aboramadan, and Bansal.

[19] Basuki Ari Wicaksono, Mursinah, and Siti Rosyafah, 'Pengaruh Gaya Kepemimpinan Transformaisonal Dan Budaya Organisasi Terhadap Kesiapan Utnuk Beruah Dengan Person Organization Fit (PO FIT) Sebagai Intervening', 2023, 77–83 <https://doi.org/10.46821/ijms.v2i2.393>.

[20] J. Jin, M. H., McDonald, B., & Park, 'Does Public Service Motivation Matter in Public Higher Education? Testing the Theories of Person–Organization Fit and Organizational Commitment Through a Serial Multiple Mediation Model.', 48.1 (2018).

through person organizational fit.

D. Conclusion.

Based on this research, it can be concluded that Servant Leadership has not been proven to have a significant positive effect on Affective Commitment in Bantul Regency Regional Inspectorate employees. Transformational Leadership was not proven to have a significant positive effect on Affective Commitment in Bantul Regency Regional Inspectorate employees. Servant Leadership has been proven to have a significant positive effect on Person Organizational Fit in Bantul Regency Regional Inspectorate employees. Transformational Leadership has been proven to have a significant positive effect on Person Organizational Fit in Bantul Regency Regional Inspectorate employees. Person Organizational fit has been proven to have a significant positive effect on Affective Commitment in Bantul Regency Regional Inspectorate employees.

Research Limitations

The limitation of this research is that researchers could not carry out comprehensive data collection at the Bantul Regency Regional Inspectorate.

Suggestion

Suggestions for future researchers are expected to be able to add different indicators supported by relevant theories and based on previous research to deepen the findings of this research, then add a variety of other variables that can be studied, and add samples to increase the accuracy of research results in the future.

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