

Determinant Organization Commitment and Development Organization: Analysis Servant Leadership, Transformational Leadership, Transactional Leadership

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ABSTRACT

The purpose of this research is to find out what factors can influence the Development Organization at Company, This article aims to review and synthesize a literature review related to and Servant Leadership, Transformational Leadership, Transactional Leadership, Organization Commitment see the research results of the variables to be reviewed and whether there is an influence between one variable and another. This study uses a literature review by looking for references related to the variables of several international articles. This study provides an overview of the articles obtained by describing the influence between variables. The purpose of the study was to look at a mini-review of 20 selected articles related to variables and present findings, using a qualitative method with a literature review of the results collected. The results of this study there are several articles that have an influence and still have to be continued in further research with the same variables perhaps with different objects.

INTRODUCTION

Organizational development is a continuous or long-term program aimed at improving the viability of an organization by developing specific changes. This is usually done by collecting information or data. This information is used as a reference to improve your organization's performance. Organizational development is also considered a process. This organizational development can also be interpreted as not an absolute solution to the problems that arise within the organization. This process is usually ongoing and takes a long time. This is because there are so many stages in the process. Start with identification, problem definition, and data collection. There are also diagnostics that help planners find the root cause of problems and determine what changes are needed. Next, plan your change-related efforts, along with all implementation, evaluation, and final feedback.

When measuring organizational development, we need to go back to which interventions were chosen. Three basic measures of success of organizational development interventions. Measuring the results of change helps companies achieve their vision of change and supports business organizations in building the ability to manage and drive future organizational change. Take a multifaceted view of change success and measure completion, performance, and satisfaction. In this way, an organization can avoid confusing the completion of an activity (means) with the achievement of a result (goals).

Humans as the driving force of an organization or company play an important role. All departments, units, and divisions referred to in this organization are staffed with people with varying skills, expertise, and division of duties desired and expected by the organization, including those who would become leaders. increase. A person who leads in a variety of leadership styles to benefit the organization and works to the expectations of top managers. With the goal of surpassing the organization in terms of service, there are people who provide comprehensive service in leadership (Berry et al., 1994), The servant leadership model is very effective in service-based industries such as hospitality because it helps create successful organizations. (Chon & Zoltan, 2019), Leadership is good for organizations, and there is research that recognizes the rarity of strictly grassroots-based leadership development programs. (Day et al., 2014), Servant leadership has roughly seven elements, which are introduced here.

(1) ethical principles, (2) understanding of the organization, (3) prioritizing the work needs of employees, (4) caring for employee development, (5) empowering employees, (6) care for the personal concerns of employees; and (7)) bring value to society. Was it servant leadership (Meuser & Smallfield, 2022) That is, a broadly formulated basis for leadership that encapsulates the seven interrelated elements of leadership behaviour (already mentioned above) within a conceptualization of leadership focused primarily on the interests of others. is. It is not an end in itself, but advances the goals of a leader or organization. There are several studies related to servant leadership that are used as research articles that researchers need to review and complete. In addition to providing leadership, transformational leadership also exists within

organizations and is carried out by those who work within them. This transformational leadership changes systems and people. (Llorens et al., 2018), Research has shown that organizational commitment mediates the relationship between transformative leadership styles and employee performance. (Almutairi, 2015), Reference from (Longshore & Bass, 1987), Transformational leaders encourage subordinates to embrace leadership with new perspectives because they are intellectually stimulating.

In addition to the presence of transformational leadership, there is also a kind of transactional leadership in existing organizations, with the aim of further developing the organization in the direction of his top leader, his two hemispheres of transactional leadership and transformational leadership. from two complementary perspectives. (Tyssen et al., 2014), Transactional leadership focuses on the exchange of task-related actions and rewards between followers and leaders, while transformational leadership aligns the needs of followers with (higher) organizational tasks and goals, thereby reducing person-centricity. to emphasize (Bass, 1990), Transformational and trading behavior of leaders informs the relationship between political skills of leaders. (Ewen et al., 2013), Innovative, transactional leadership is effective in motivating employees to commit to the goals of the idea program. (Deichmann & Stam, 2015).

The discussion of leadership here cannot be separated from organizational commitment to people, from leader to subordinate. and can be interpreted as strategic management by employees. (Slåtten & Mehmetoglu, 2011), Organizational progress and organizational commitment to the well-being of employees are the goals that profit and consumers expect to be on target. Given the above explanations, this study investigated whether there is an effect of dependent variables and moderate independent variables, and found that servant leadership has a significant impact on organizational culture, organizational engagement, OCB, and employee performance. There are studies that suggest. Organizational culture has a significant impact on her OCB, but not on employee performance. Organizational commitments have not materially impacted OCB and employee performance. and OCB have a significant impact on employee engagement (Harwiki, 2016), Servant leadership has a positive and significant impact on organizational engagement of staff in Bangkaran Regency Office of Public Works. (Hasanah & Mujanah, 2020). The purpose of this article is to consider and explain each variable through a literature review and to explain and identify gaps between variables.

(Rameshkumar, 2020) Organizational commitment as a multidimensional paradigm encompassing three types of commitment: emotional persistence and normative commitment. Emotional commitment deals with an employee's emotional attachment. Going concern refers to the costs associated with separating from an organization. Normative obligations are moral obligations that move an organization forward. (Padave et al., 2021) Organizational involvement promotes business performance, harmonious work and relationships, and effective and efficient performance of employees and business. (Chen, 2006) Organizational involvement promotes business performance, harmonious work and relationships, and effective and efficient

performance of employees and business. (Hirschi & Spurk, 2021) Moreover, the specific process of why ambition leads to higher performance ratings is largely unaddressed. This is also true for other tissue related outcomes, such as: Intent to work-related engagement or turnover, with sparse existing research. (Eliyana et al., 2019) When employees are more satisfied with their work as a result of more benefits offered by their employer, they show a higher level of commitment to their organization and are more likely to avoid or minimize their willingness to work side jobs or work for the organization.

(Bell & Sheridan, 2020) Three major factors are associated with staying in the literature consistently and include: Job satisfaction, burnout, and commitment to the organization. (Genevičiūtė-Janonienė & Endriulaitienė, 2014) Our commitment to continuity is based on the lack of employee investment and employment options. With few alternatives, employees fear losing their jobs and feel trapped in the organization. (Flamholtz & Hua, 2002) Organizational structure includes the way people are organized and activities are coordinated. As with planning activities, success does not depend solely on the existence of structure, but on the alignment of structure and business strategy. (Griffith et al., 2019) Organizations that invest in leadership development programs have proven positive benefits in effectiveness and performance at all levels of leadership. (Bai et al., 2017) Organizational structure refers to the formal arrangement of work roles within an enterprise. Mechanisms for the management and integration of organizations and their work, including activities between organizations.

THEORETICAL REVIEW

Table 1. Journal and Publisher Distribution

No	Article Name	Author	Journal	Publisher	Years
1.	Advances in leader and leadership development: A review of 25 years of research and theory	(Day et al., 2014)	The Leadership Quarterly 25 (2014) 63-82	elsevier	2014
2.	How and when servant leadership promotes service innovation: A moderated mediation model	(Li et al., 2021)	How and when servant leadership promotes service innovation: A moderated mediation model	elsevier	2021
3.	Catalyzing voluntary pro-environmental behavior in the textile industry: Environmentally specific servant leadership, psychological empowerment and organizational identity	(Zafar et al., 2022)	Journal of Cleaner Production 378 (2022) 134366	elsevier	2022

4.	Servant leadership: The missing community component	(Meuser & Smallfield, 2022)	Business Horizons	Elsevier Inc.	2022
5.	Role of servant leadership in contemporary hospitality	(Chon & Zoltan, 2019)	International Journal of Contemporary Hospitality Management Vol. 31 No. 8, 2019	Emerald Publishing Limited	2019
6.	Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance	(Eliyana et al., 2019)	European Research on Management and Business Economics 25 (2019) 144-150	ElsevierEspañã,S.L.U	2019
7.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan"	(Naeem & Nawaz, 2017)	Global Journal of Management and Business Research: A Administration and Management	Global Journals Inc. (USA)	2015
8.	Leadership and performance beyond expectations	(Longshore & Bass, 1987)			1987
9.	Effects of green transformational leadership on green performance of employees via the mediating role of corporate social responsibility: Reflection from North Cyprus	(Tosun et al., 2022)	International Journal of Hospitality Management 103 (2022) 103218	Elsevier	2022
10.	The Mediating Effects of Organizational Commitment on the Relationship between Transformational Leadership Style and Job Performance	(Almutairi, 2015)	International Journal of Business and Management; Vol. 11, No. 1; 2016	Canadian Center of Science and Education	2016
11.	The challenge of transactional and transformational leadership in projects	(Tyssen et al., 2014)	International Journal of Project Management 32 (2014) 365-375	Elsevier	2014
12.	The Bass Handbook of Leadership	(Bass, 1990)	Theory, Research, And Managerial Applications	Free Press	1990

13.	Further specification of the leader political skill-leadership effectiveness relationships: Transformational and transactional leader behavior as mediators	(Ewen et al., 2013)	The Leadership Quarterly 24 (2013) 516-533	Elsevier	2013
14.	Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas	(Deichmann & Stam, 2015)	The Leadership Quarterly 26 (2015) 204-219	Elsevier	2015
15.	Contingent reward transactional leadership, work attitudes, and organizational citizenship behavior: The role of procedural justice climate perceptions and strength	(Walumbwa et al., 2008)	The Leadership Quarterly 19 (2008) 251-265	Elsevier	2008
16.	Ambitious employees: Why and when ambition relates to performance and organizational commitment	(Hirschi & Spurk, 2021)	Journal of Vocational Behavior 127 (2021) 103576	Elsevier	2021
17.	The relevance of participation Behavior, organizational Commitment, and attitudinal loyalty to the management of professional associations	(Rodríguez-Rad & Sánchez del Rio-Vázquez, 2023)	Journal of Business Research 154 (2023) 113324	Elsevier	2023
18.	Disentangling organizational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender	(Ruiz-Palomo et al., 2020)	International Journal of Hospitality Management 90 (2020) 102637	Elsevier	2020
19	Impact of the cognitive learning factors on sustainable organizational development	(Turi et al., 2019)	Heliyon 5 (2019)	Elsevier	2019

20.	Toward successful DevSecOps in software development organizations: A decision-making framework	(Akbar et al., 2022)	International Journal of Project Management 32 (2014) 365-375	Elsevier	2022
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Table 2. Article categories by topic

No	Article Name	Purpose	Finding	Recomendation
1.	Advances in leader and leadership development: A review of 25 years of research and theory	Review the theoretical and empirical literature on leadership and leadership development published over the past 25 years, with a particular focus on research published in The Leadership Quarterly.	Examine intrapersonal and interpersonal issues related to phenomena that arise during the pursuit of effective leadership, describe how development occurs with an emphasis on multi-source or 360-degree feedback processes, and demonstrate leadership It reviews longitudinal studies of development and examines methodological and analytical issues. in Executive Development and Leadership Studies	One of the variables related to development with other variables
2.	How and when servant leadership promotes service innovation: A moderated mediation model	The current study examines how and when servant leadership promotes innovative behavior in hospitality service workers (SIBs)	We show that employee age moderates the impact of servant leadership on customer centricity and, through customer centricity, the indirect impact of servant leadership on SIBs, with this effect being stronger for younger employees	Independent variable influences dependent variable
3.	Catalyzing voluntary pro-environmental behavior in the textile industry: Environmentally specific servant leadership, psychological empowerment and organizational identity	It examines the role of green serving leaders as catalysts for creating a green organizational climate and promoting the organizational identity of their employees.	Collect data from workers in Pakistan's textile industry. Data from a sample of 109 managers and his 459 employees show that certain environmental stewards provoke voluntary ecological behavior in their employees.	Results from Quantitative Data Analysis of Articles Containing Servant Leadership Variables
4.	Servant leadership: The missing community component	Demonstrating servant leadership has a powerful positive impact on employees and the companies they	reveals that leaders least believe in this most salient aspect of servant leadership	Service leadership with other variables

		lead		
5.	Role of servant leadership in contemporary hospitality	This study aims to determine the possible role of servant leadership (SL) in meliorating critical issues in the contemporary hospitality industry by synthesizing the literature on SL, examining its benefits and deriving future research propositions.	An important gap in hospitality research is the lack of empirical investigation of SL antecedents. Such investigations are critical in promoting related behaviors.	Servant leadership is a leadership style that can develop the organization in a better direction.
6.	Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance	This study focuses on a discussion of antecedent transformational leadership variables that influence the performance of mid-level executives in the Pelabuhan Indonesia III Inc. organization.	Transformational leadership has been found to have a significant direct impact on job satisfaction and organizational engagement. However, transformational leadership cannot significantly affect job performance when intervened through organizational engagement, and cannot directly affect job performance.	Transformational leadership does not affect organizational commitment
7.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan	Given two independent variables, including transactional and transformational leadership skills, and the dependent variable being employee performance, we identify a fundamental tool for organizational development leveraging leadership skills.	Influencer/inspirational drives that directly impact employee performance and lead to organizational performance. However, Pakistan's banking sector, a growing industry to find the impact of transactional and transformational leadership on employee performance, faces significant hurdles of influencer/direct influence inspirational drives. I'm here. Despite being a growth industry, Pakistan's banking sector improves employee performance and thus organizational performance.	Implementation of transformational leadership can be done in all organizations to achieve changes for the better.
8.	Leadership and performance beyond expectations	"Trading" Guide: Anyone who offers followers a tangible reward for tangible service, whether a clerk, a community volunteer, or an infantryman	Bass also provided a leadership questionnaire, an important measure of the nature of transactions and transformations. It is certainly a widely used tool for individual self-assessments and staff evaluations in various	Bass' thoughts on this variable are very clear

			organizations.	
9.	Effects of green transformational leadership on green performance of employees via the mediating role of corporate social responsibility: Reflection from North Cyprus	This study examines the mediating effect of corporate social responsibility (CSR) on the relationship between green transformational leadership (GTL) and green performance (GP) in restaurant management in North Cyprus.	identified the critical interrelationship of CSR principles in linking restaurant managers' GTL with organizational GP by employees (e.g., waste management, energy efficiency, local sourcing, reuse, and recycling) in an ecologically sensitive island destination. Theoretical and practical implications and suggestions for future research are discussed.	Employee performance can drive the organization to achieve annual targets
10.	The Mediating Effects of Organizational Commitment on the Relationship between Transformational Leadership Style and Job Performance	To examine the mediating effect of organizational engagement on the relationship between transformative leadership styles and staff performance in Saudi nurses	Hospital management needs to lay the groundwork for adopting innovative leadership styles, and managers need to pay more attention to leadership styles to improve performance.	This variable and the performance variable
11.	The challenge of transactional and transformational leadership in projects	Leadership requires consideration of contextual factors and their impact on leadership, but leadership in a temporary setting has rarely been explored.	Extend the theories of transactional and transformational leadership by looking at them from the perspective of a transactional organization.	Transactional and transformational leadership with other variables.
12.	The Bass Handbook of Leadership	Theory from book	Penjabaran teori oleh penulis	
13.	Further specification of the leader political skill- leadership effectiveness relationships: Transformational and transactional leader behavior as mediators	This investigation is a three-source test of the mediating relationship in the leader political skill-leader effectiveness and follower satisfaction relationship, examining transformational and transactional leader behavior (i.e., contingent reward behavior) as mediators. Data from 408 leaders (principals) and 1429 followers (teachers) of public schools in	The results of the mediation analysis, based on bias-corrected bootstrapping confidence intervals, provide support for the hypotheses that political skill predicts transformational and transactional leader behavior, beyond other established predictors, and that transformational and transactional leader behavior mediate the relationship between leader political skill and leadership effectiveness.	Two variables transformational and transactional together with other variables

		western Germany participated in the study.		
14.	Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas	How transformative, transactional leadership engages employees in organizational idea programs to generate ideas that benefit the organization	We show that both transformational and transactional leadership are effective in motivating followers to commit to the goals of an idea program.	Two variables affect other variables
15.	Contingent reward transactional leadership, work attitudes, and organizational citizenship behavior: The role of procedural justice climate perceptions and strength	Perceptual and procedural justice climate forces mediate the relationship between leaders' conditional reward behaviors and followers' satisfaction with supervisors, organizational engagement, and assessed organizational citizenship behaviors, and from supervisors to We have developed a model in which the perceived support of is managed.	Awareness and strength of procedural fairness cultures mediate the relationship between conditional reward leader behavior and employee satisfaction with their supervisors and organizational engagement levels, and the relationship between conditional reward leader behavior and supervisor hierarchy. partly mediate the relationship with the behavior of organizational members in	Transactional leadership encourages employees to work but the performance given expects to be rewarded, this approach is not very good.
16.	Ambitious employees: Why and when ambition relates to performance and organizational commitment	We found that ambition was positively associated with higher emotional organizational engagement beyond striving for achievement, especially when more organizational career opportunities were perceived.	Research shows that employee ambition is generally positive and indirectly beneficial to individual performance appraisals, but can also pose risks to organizational retention management.	Organizational variables have the influence of other variables
17.	The relevance of participation Behavior, organizational Commitment, and attitudinal loyalty to the management of professional associations	This study examines participation behavior, organizational engagement, perceived value, and attitudinal loyalty as psychological and behavioral predictors of willingness to use services offered to members by professional organizations. For this purpose, an empirical	The results highlight the importance of membership engagement and attitude loyalty. These in turn influence the relationship between perceived value and intent to use.	This variable is related to other variables

		study was conducted and Partial Least Squares (PLS) was used.		
18.	Disentangling organizational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender	identify how empowerment and enrichment motivational strategies affect hotel staff organizational commitment, and how job satisfaction mediates this relationship.	provides evidence on several contributions: first, employee empowerment significantly increases job enrichment and organizational commitment; second, job enrichment increases worker satisfaction and commitment; third, job satisfaction increases organizational commitment; fourth, job enrichment plays a mediating role between empowerment and organizational satisfaction and commitment; fifth, satisfaction mediates between enrichment and commitment; finally, gender moderates the relationship between enrichment and commitment.	Articles that have organizational commitment variables
19.	Impact of the cognitive learning factors on sustainable organizational development	Assess the impact of cognitive learning factors on sustainable organizational development.	Significant influence of cognitive factors on organizational development in learning organizations such as universities. Among them, knowledge workers and empowerment were found to be more significant compared to other cognitive elements.	Results of organizational development
20.	Toward successful DevSecOps in software development organizations: A decision-making framework	aims to identify and prioritize challenges related to implementing DevSecOps processes.	There are research results related to organizational development variables	Organizational development is possible when employees are highly competent.

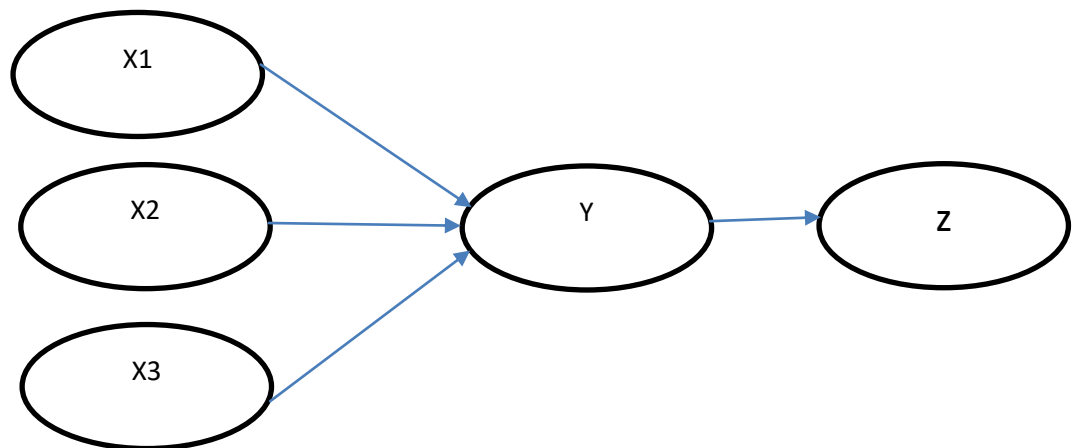
METHODOLOGY

The research methodology used was qualitative, using journal mini-reviews on variables, with a total of 20 articles, to be completed later in this study.

RESULTS

Discussion of the results of the above exposure that of the 20 articles related to the variables in this study, the results are different and there are already variables that can be used and reviewed such as table 2 number 1, number 3, number 4, number 6, number 8, number 10, number 13, number 14, number 16, number 17, and number 18. It is not directly related between the independent variables and the dependent, but there are several variables that jointly influence other variables in the field of human resources.

This research method is a literature review that compares several existing theories and previous studies. In order to obtain the information and data necessary for this work, the following data collection techniques are used: Documents/Library, namely the technique of collecting data by studying documents related to the problem under study. The data analysis technique in this study uses the method of analysis in a literature review using inductive thought patterns. The analysis process is carried out using data analysis techniques, which are content analysis, namely, through the detailed description phase, the nature, characteristics and substance of the data and the context, then the theoretical interpretation and the use of inductive logic, then a conclusion is drawn.



Picture 1 Novelty Framework

Research Variable:

X1: Servant Leadership

X2: Transformational Leadership

X3: Transactional Leadership

Y: Organization Commitment

Z: Development Organization

DISCUSSION

This part allows you to elaborate on your results findings academically. You must not put numbers related to your statistical tests here; instead, you have to explain that numbers here. You have to compile your discussion with academic supports to your study and a good explanation according to the specific area you are investigating.

CONCLUSIONS AND RECOMMENDATIONS

Organizational development is a long-term series or program aimed at improving the viability of an organization. The method is to develop changes. Organizational development is also a planned change that results in the continuous renewal and modernization of an organization or business. Subsequently, these changes can have a very significant impact on society As it evolves, an organization must therefore be able to mobilize each of its members to adapt to the changes that occur Therefore, we can conclude that organizational development is a process of collecting data and information with the ultimate goal of improving the performance of an organization or a business. Organizational development is essential and science-based, helping organizations build their capacity for change and achieve greater effectiveness by developing, improving and strengthening strategies, structures and work processes. Organizational development is also considered to be a very time-consuming process and results are not immediate due to the many steps in the process and course assessments.

This change manifests itself in the form of constant innovation and modernization Then, this change had a very important impact on society Following this development, an organization must mobilize its members to be able to adapt to the changes taking place. This term is actually quite common in business and HR departments. Hence, this type of organizational development can be described as the process of gathering data or information with the aim of ultimately improving business performance. As the organization grows, it is hoped to create a positive atmosphere within the company Of course, this will further encourage employees to work better Because through this business can instill and increase employee enthusiasm. Of course, employees can work better with satisfactory results.

FURTHER STUDY

There is a gap in the research variables above from the 20 articles selected and searched, there are several articles that have an influence but for the entire variable there is no, so further research is needed with this entire variable.

We researchers recommend for future research to develop organizational development strategies and can be implemented in large companies later that will lead to agile organizations, so that the resulting research is better, concrete and comprehensive, medium and large scale companies later that will lead to agile organizations, so that the resulting research is better, concrete and comprehensive

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