

The Effect of Transactional Leadership, and Transformational Leadership on Employee Affective Commitment with an Organizational Culture as Moderating Variable: The Case of Religious Court Lahat

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Abstract

This study, which aims to analyze the influence of transactional and transformational leadership styles on employees' affective commitment at the Religious Court of Lahat, with organizational culture as a moderating variable, was conducted with a rigorous and thorough research methodology. The background of this research underscores the importance of effective leadership and a healthy organizational culture in fostering employees' commitment to the institution. The study employed a quantitative approach with a survey technique. Data were collected using a questionnaire that had been meticulously tested for validity and reliability, and then analyzed using Moderated Regression Analysis (MRA). The results show that neither transactional nor transformational leadership styles have a significant effect on employees' affective commitment. However, organizational culture was found to have a positive and significant impact on affective commitment in the transactional leadership model. In contrast, its effect in the transformational leadership model was not significant. Furthermore, organizational culture does not moderate the relationship between transactional leadership and affective commitment, but it does moderate the relationship between transformational leadership and employees' affective commitment.

Keywords: Transactional Leadership, Transformational Leadership, Affective Commitment, Organizational Culture.

1. Introduction

The increasingly complex business world demands that every organization continuously strive for success. This success depends heavily on the quality of human resources, which is the primary factor in achieving organizational goals, rather than solely on the physical resources or technology available ([Aula, Hanoum & Prihananto, 2022](#)). In this regard, organizational effectiveness and performance are significantly influenced by two crucial factors: leadership quality and employee commitment. To create a work environment conducive to high productivity, effective leadership is able to direct, motivate, and build positive relationships with employees. Furthermore, employee commitment, particularly affective commitment,

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fosters an emotional bond and a sense of belonging to the organization, driving them to continuously contribute their best, regardless of the state institution in which they work. Therefore, every state institution requires human resources committed to optimal contribution, as seen in the religious courts in Indonesia.

The Religious Courts in Indonesia are state institutions tasked with handling legal matters related to religion, particularly those concerning Muslims. This institution is crucial for administering justice on various issues such as inheritance, divorce, marriage, and other matters governed by Islamic law. This is regulated in Law Number 7 of 1989 on Religious Courts, which was later amended by Law Number 3 of 2006 and Law Number 50 of 2009. Furthermore, this institution also functions to protect the rights of the Muslim community. In Indonesia, there are numerous Religious Courts spread across various regions. Each Religious Court has the authority to handle cases within its respective jurisdiction. Religious courts in Indonesia consist of Religious Courts and High Religious Courts. Religious Courts are the first-level courts, while High Religious Courts are the appellate courts. In 2022, based on Supreme Court Regulation No. 4 of 2022, Article 452, the number of Religious Courts in Indonesia was 417 (four hundred and seventeen), consisting of 28 (twenty-eight) High Religious Courts, 108 (one hundred and eight) Class IA Religious Courts, 96 (ninety-six) Class IB Religious Courts, and 185 (one hundred and eighty-five) Class II Religious Courts. One of them is the Lahat Religious Court, which is part of the Class I B Religious Court. Indonesia handles civil cases for Muslims. The Lahat Religious Court is a First Level Court located in Lahat Regency, with jurisdiction over both Lahat Regency and Empat Lawang Regency in South Sumatra Province. The Lahat Religious Court handles an average of 587 cases per year with a case resolution rate of 89.7%. Based on performance data, in 2024, the Lahat Religious Court succeeded in resolving 982 cases out of a total of 1,008 cases, consisting of 985 new cases and 23 remaining cases from 2023. Thus, there were 26 remaining cases at the end of 2024. For comparison, in 2023, the number of resolved cases reached 1,032 out of a total of 1,055 cases. In terms of performance assessment, the Lahat Religious Court achieved a score of 81.2, ranking 78th in 2023. Meanwhile, in 2024, its performance score increased to 82.06, although its ranking dropped to 88th. This achievement is indeed inseparable from the leadership role and commitment of employees in carrying out their duties.

The leadership style of leaders at the Lahat Religious Court is believed to be a factor influencing employee affective commitment. Observations indicate that leaders at various organizational levels, from court leaders and sub-division heads to junior clerks, employ varying leadership styles. These differences in style have the potential to impact work dynamics and overall institutional performance. Each leadership style has its own impact on employee motivation, commitment, and productivity. Therefore, it is essential to understand the characteristics of each leadership style and its contribution to achieving organizational goals. Based on observations at the Lahat Religious Court, leaders tend to employ a transactional leadership style rather than a transformational one. Leadership style has long been recognized as a significant factor in influencing employee affective commitment. Various empirical studies show that both transformational and transactional leadership styles have a considerable influence on employee attitudes and behavior. Leaders who are able to inspire, motivate, and stimulate employee thinking tend to be more successful in building affective commitment.

This situation is also reflected in the context of the Lahat Religious Court. Based on an employee performance evaluation in 2023–2024, of a total of 40 employees, only 40% demonstrated a high level of affective commitment, 35% a moderate level, and 25% a low level.

This level of commitment is measured based on several indicators such as attendance, participation in organizational development activities, problem-solving efforts, and public satisfaction with services provided. However, the relationship between leadership style and affective commitment cannot be separated from the context of organizational culture. Organizational culture acts as a moderating factor that can strengthen or hinder the influence of leadership style on employee affective commitment.

In Indonesia, studies on the interaction between leadership style and organizational culture within government institutions, including the judiciary, remain relatively limited. Several studies indicate that a hierarchical and formalistic bureaucratic culture still dominates public institutions in Indonesia. This culture does not fully support the implementation of a modern leadership style that is more participatory, collaborative, and oriented towards human resource development. In this context, the role of organizational culture as a moderating variable becomes increasingly essential, particularly amidst bureaucratic reform efforts and the improvement of public service quality. Understanding how organizational culture influences the effectiveness of specific leadership styles enables organizations to design relevant leadership development strategies. In fact, transforming organizational culture can be a strategic step in supporting the implementation of more effective leadership styles and positively impacting employee affective commitment.

Previous research has also shown mixed results. [Butt et al. \(2023\)](#) found that "organizational culture acts as a moderator, strengthening the relationship between affective commitment and leadership style." Conversely, [Adawiyah et al. \(2016\)](#) stated that leadership style had no significant effect on employee affective commitment. These differing findings suggest that other factors may moderate the relationship, one of which is organizational culture. Experience at the Lahat Religious Court also shows that employee performance patterns tend to change with changes in leadership, new policies, and different leadership styles. The leadership style implemented by each leader also influences employee affective commitment. This impacts service quality, as seen in the slow resolution of cases in 2024, despite fewer cases than the previous year. Therefore, the leadership of the Lahat Religious Court needs to pay serious attention to improving employee commitment and performance. Affective commitment, fostered through appropriate leadership, will impact various aspects, including the quality of service to the public. Therefore, understanding the relationship between leadership and employee commitment is crucial as a basis for formulating effective strategies. These strategies are expected to drive improvements in overall organizational performance.

2. Literature Review

2.1 Leadership

Leadership is a central concept that has been widely discussed in studies of management and organizational behavior. According to [Robbins and Judge \(2017\)](#), leadership is the ability to influence a group of people to move toward achieving a predetermined goal or vision. Meanwhile, [Yukl \(2013\)](#) defines leadership as a process involving influence over others, helping them understand and agree on what to do and how to do it. Leadership also functions to facilitate individual and group efforts in achieving shared goals. Similarly, [Northouse \(2025\)](#) defines leadership as "the process by which an individual influences a group of people to achieve a common goal." This definition emphasizes the importance of interaction between leaders and followers in the leadership process. [Bass and Bass \(2008\)](#) also states that leadership involves interactions between two or more group members, which can include adapting to each

other's situations, perceptions, and expectations. Based on these various views, leadership can be understood as the process of influencing and motivating others to achieve shared goals through a dynamic relationship between leaders and followers. Leadership is not limited to formal positions within an organization but also encompasses the persuasive power that each individual can possess.

According to [Northouse \(2025\)](#), transactional leadership is an exchange relationship between leaders and team members, where rewards or sanctions determine member behavior. This means that leaders reward achievement that meets expectations and impose sanctions for deviations from established standards. This leadership style is characterized by contractual interactions, where leaders set goals, control their implementation, and provide compensation based on performance. Transactional leaders typically use financial incentives, praise, or punishment as tools to encourage improved subordinate performance ([Astari & Gorda, 2022](#); [Sophia, Lubis & Pasaribu, 2022](#)). [Aula, Hanoum and Prihananto \(2022\)](#) add that in transactional leadership, leaders expect compliance and measurable work results in exchange for appropriate compensation, thus creating a contractual relationship. Thus, transactional leadership is a leadership style that emphasizes a precise exchange mechanism between leaders and their subordinates. The primary focus of this style is supervision, adherence to rules, and the achievement of established goals. Leaders provide rewards or sanctions based on the performance of their subordinates, so that the relationships they establish are formal, functional, and results-oriented.

Transformational leadership is a leadership style that emphasizes change and transformation at both the organizational and individual levels. In this style, leaders encourage followers to create a clear vision, foster critical and innovative thinking, and address followers' personal development needs so they can reach their full potential ([Bass and Bass \(2008\)](#); [Northouse \(2025\)](#)). [Deinert et al. \(2015\)](#) define transformational leadership as leader behavior that leverages followers' values to support the organization's vision and goals, enhance their understanding of critical issues, and build their capacity to achieve higher levels of performance. Similarly, [Geier \(2016\)](#) explains that transformational leadership is a process enabling leaders and followers to elevate each other to higher levels of morality and motivation by creating shared meaning and empowering followers. Meanwhile, [Chang et al. \(2019\)](#) state that transformational leadership is "a leadership process that focuses on changing the attitudes, values, and behavior of followers through inspiration, intellectual stimulation, and attention to individual needs, in order to achieve performance that exceeds expectations."

2.2 Affective Commitment

Organizational commitment is the level of attachment an individual feels to the organization they work for. This attachment is reflected in the desire to remain part of the organization, contribute their best, and accept and support the organization's goals and values. According to [Allen and Meyer \(2017\)](#), organizational commitment is "a mental state that motivates employees to remain with the organization and contribute to its achievement. This develops from work experiences and perceptions of organizational support." [Mubarak and Darmanto \(2015\)](#) define organizational commitment as an attitude that reflects employee loyalty to the organization and as an ongoing process in which individuals show concern for the organization's success and progress. Organizational commitment involves the desire to remain within the organization, adherence to its principles and goals, and a willingness to contribute more, reflecting employee attachment to the organization. Furthermore, they state that

organizational commitment occurs when an employee actively supports the organization and wishes to remain a part of it. This includes loyalty to the organization's goals and mission, as well as a desire to contribute to the common good. From the various definitions presented, organizational commitment is a form of emotional and psychological attachment that encourages employees to remain with the organization, be actively involved, and contribute to achieving organizational goals.

The emotional attachment a person has to their organization is called affective commitment. Employees with high affective commitment have a strong desire to remain employed and contribute fully because they take pride in their work. [Robbins and Judge \(2017\)](#) found in one study that affective commitment showed a significant relationship with organizational outcomes, such as intention to leave. This suggests that affective commitment is more strongly related to organizational outcomes. Because what is achieved through desire cannot be achieved through coercion, affective commitment is more productive than other types of commitment (normative and continuance). Employees with high levels of affective commitment feel more comfortable and engaged with the organization, making them more likely to retain their jobs. Affective commitment can be used to determine employee dedication and loyalty. Employees with a high level of affective commitment will also be motivated to work harder, put in more effort, and demonstrate better performance, thereby enabling them to make greater contributions. Employees with a high level of affective commitment will be loyal to their company or organization, striving to improve it in the future and adhering to existing company values.

2.3 Organizational Culture

[Schein \(2010\)](#) defines organizational culture as "a pattern of basic assumptions learned by a group as it solves problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think, and feel in relation to those problems." "Organizational culture is the result of the process of merging the cultural styles and behaviors of individuals brought together into a new set of norms and philosophies, which energize and inspire group pride in facing specific issues and goals". According to [Sopha, Lubis & Pasaribu, 2022](#), "organizational culture is defined as the norms, values, assumptions, beliefs, philosophies, customs, and so on developed over time by the founders, leaders, and members of an organization, socialized and taught to new members and applied in the organization's activities in producing products, serving customers, and achieving organizational goals." Meanwhile, [Robbins and Judge \(2017\)](#) explain that "organizational culture" refers to a system of shared meanings held by members of an organization, which makes it unique from other organizations. Based on the various theories mentioned, organizational culture is a collection of shared values, beliefs, assumptions, and practices that shape the organization's identity and influence how people behave within it..

3. Research Method

This study uses a quantitative approach to test the hypothesis of how transformational and transactional leadership styles influence employees' affective commitment to organizational culture as a moderating variable. A survey method was used to collect primary data through questionnaires distributed to employees of the Lahat Religious Court. The type of data used in this study is quantitative. The population in this study consisted of all employees of the Lahat Religious Court and the Muara Enim Religious Court, including judges, clerks, bailiffs, and administrative staff, totaling 88 employees. The number of employees at the Lahat Religious

Court was 45, while at the Muara Enim Religious Court, it was 43. The population in this study comprised all employees at the Lahat and Muara Enim Religious Courts, including judges, clerks, bailiffs, and administrative staff, totaling 88. The number of employees at the Lahat Religious Court was 45, while at the Muara Enim Religious Court, it was 43. The independent variables were transactional leadership style (X1) and transformational leadership style (X2). The dependent variable is employee affective commitment (Y), and the moderating variable is organizational culture. Indicators of transactional leadership style are contingent rewards, active management by exception, and passive management by exception. Indicators of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Indicators of affective commitment are emotional attachment, identification with the organization, pride in the organization, and the desire to remain in the organization. Indicators of organizational culture are involvement, consistency, adaptation, and mission. The analysis used in this study is a multiple analysis method.

4. Findings and Discussions

This multiple linear regression analysis was used to determine the influence of work motivation, work environment, and work discipline on employee performance. The results of the multiple linear regression analysis can be seen in the following table.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta
1	(Constant)	0,549	0,277	
	Transactional Leadership (LN_X1)	0,420	0,173	0,402
	Transformational Leadership (X2)	0,356	0,280	0,211

a. Dependent Variable: Employee Affective Commitment (Y)

The regression analysis results indicate a constant value of 0.549. This means that if transactional leadership (LN_X1) and transformational leadership (X2) are considered zero, then employee affective commitment will have a baseline value of 0.549. For the independent variable, transactional leadership (LN_X1) has a regression coefficient of 0.420 with a positive direction and a significance value of 0.021 (<0.05). This means that the better the transactional leadership, the higher the employee's affective commitment. Therefore, the first hypothesis (H1), which states that transactional leadership has a positive and significant effect on affective commitment, is accepted. Meanwhile, transformational leadership (X2) shows a positive regression coefficient of 0.356, but its significance value is 0.212 (>0.05). This indicates that although transformational leadership tends to increase affective commitment, this effect is not statistically significant. Therefore, the second hypothesis (H2), which states that transformational leadership has a significant impact on affective commitment, is rejected.

Moderated regression analysis is an analytical technique used to determine whether a moderator variable plays a role in influencing the relationship between an independent variable (X) and a dependent variable (Y). In other words, this analysis not only tests the direct effect of X on Y but also assesses whether that effect changes—either strengthens or weakens—when an additional variable (Z) acts as a moderator. For more details, the analysis results can be seen in the following table:

Table 2. Moderated Regression Result for Transactional Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.767	.070		10.961	.000
	Transactional Leadership (LN_X1)	.216	.137	.256	1.582	.124
	Organizational Culture (LN_Z)	.974	.350	.453	2.782	.009
	X1Z	-.734	.721	-.140	-1.018	.317

a. Dependent Variable: Employee Affective Commitment (Y)

Based on the results of the regression analysis, the hypothesis testing can be explained as follows: 1. Transactional leadership has a positive effect on employee affective commitment. The test results show a regression coefficient of 0.216 with a significance value of 0.124 (>0.05). This indicates that the effect of transactional leadership on affective commitment is not significant. 2. Organizational culture has a positive effect on employee affective commitment. The test results show a regression coefficient of 0.974 with a significance value of 0.009 (<0.05). This indicates that organizational culture has a positive and significant effect on affective commitment. 3. Organizational culture moderates the effect of transactional leadership on employee affective commitment. The interaction analysis results show a regression coefficient of -0.734 with a significance value of 0.317 (>0.05). This indicates that organizational culture does not act as a moderating variable in the relationship between transactional leadership and affective commitment.

Table 3. Moderated Regression Result for Transformational Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.608	.196		3.108	.004
	Transformational Leadership (X2)	.170	.242	.145	.704	.486
	Organizational Culture (LN_Z)	-.384	.286	-.373	-1.342	.189
	X2Z	1.231	.524	.737	2.347	.025

a. Dependent Variable: Employee Affective Commitment (Y)

1. Transformational leadership has a positive effect on employee affective commitment. The test results show a regression coefficient of 0.170 with a significance level of 0.486 (>0.05). This means that the effect of transformational leadership on affective commitment is not significant. 2. Organizational culture has a positive effect on employee affective commitment. Based on the test results, the regression coefficient is -0.384 with a significance level of 0.189 (>0.05). This indicates that organizational culture does not have a significant effect on affective commitment. 3. Organizational culture moderates the effect of transformational leadership on employee affective commitment. The interaction test results show a regression coefficient of 1.231 with a significance level of 0.025 (<0.05). This proves that organizational culture can strengthen the relationship between transformational leadership and employee affective commitment.

The F-test is a test in regression analysis used to determine whether independent variables (X) simultaneously have a significant effect on the dependent variable (Y). This test can be seen in

the following table.

Table 4. F-test_Transactional Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.014	3	.338	7.664	.001 ^b
	Residual	1.367	31	.044		
	Total	2.381	34			

a. Dependent Variable: Employee Affective Commitment (Y)

b. Predictors: (Constant), X1Z, Transactional Leadership (LN_X1), Organizational Culture (LN_Z)

The ANOVA test results obtained a calculated F-value of 7.664 with a significance level of 0.001 (<0.05). These results indicate that the regression model used is fit to explain the relationship between the independent and dependent variables. Thus, it can be concluded that transactional leadership (X1), organizational culture (Z), and the interaction between transactional leadership and organizational culture (X1Z) have a significant and simultaneous effect on employee affective commitment (Y).

Table 5. F-test_Transformational Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.771	3	.257	5.155	.005 ^b
	Residual	1.645	33	.050		
	Total	2.417	36			

a. Dependent Variable: Employee Affective Commitment (Y)

b. Predictors: (Constant), X2Z, Transformational Leadership (X2), Organizational Culture (LN_Z)

The t-test aims to test the independent variable partially/individually against the dependent variable, with the following results.

Table 6. t-test_Transactional Leadership

Coefficients ^a			
Model		t	Sig.
1	(Constant)	10,961	0,000
	Transactional Leadership (LN_X1)	1,582	0,124
	Organizational Culture (LN_Z)	2,782	0,009
	X1Z	-1,018	0,317

a. Dependent Variable: Employee Affective Commitment (Y)

The partial test results show that the transactional leadership variable (LN_X1) has a t-value of 1.582 with a significance level of 0.124 (>0.05). This indicates that transactional leadership does not significantly influence employee affective commitment at the Lahat Religious Court. In other words, even though transactional leadership is implemented, it is not strong enough to increase employee emotional commitment to the organization. Furthermore, the organizational culture variable (LN_Z) obtained a t-value of 2.782 with a significance level of 0.009 (<0.05). These results demonstrate that organizational culture has a positive and significant effect on

affective commitment. This means that the better the organizational culture implemented—such as values, norms, and healthy work habits—the higher the employee's affective commitment to the institution where they work. The interaction variable (X1Z), which represents the role of organizational culture as a moderating variable, showed a t-value of -1.018 with a significance level of 0.317 (>0.05). This indicates that organizational culture is unable to moderate the influence of transactional leadership on employee affective commitment. In fact, the negative direction of the coefficient suggests that organizational culture tends to weaken it, although not significantly.

Table 7. t-test_Transformational Leadership

Model	t	Sig.
1 (Constant)	3,108	0,004
Transformational Leadership (LN_X1)	0,704	0,486
Organizational Culture (LN_Z)	-1,342	0,189
X1Z	2,347	0,025

a. Dependent Variable: Employee Affective Commitment (Y)

The t-test results show that the transformational leadership variable (X2) has a calculated t-value of 0.704 with a significance level of 0.486. Since the significance value is greater than 0.05, it can be concluded that transformational leadership does not have a significant effect on employee affective commitment. This means that implementing a transformational leadership style, which includes motivation, inspiration, and individual attention, has not been proven to increase employee emotional attachment to the organization directly.

The Influence of Organizational Culture on Affective Commitment. The organizational culture variable (Z) has a calculated t-value of -1.342 with a significance level of 0.189. This value is also greater than 0.05, indicating that organizational culture does not have a direct, significant effect on employee affective commitment. Although the coefficient is negative, this result cannot be interpreted definitively because the effect is not substantial. This means that the existence of organizational culture alone is not sufficient to encourage increased employee affective commitment if it is not supported by other factors.

The Interactional Effect (Moderation) of Organizational Culture on the Relationship Between Transformational Leadership and Affective Commitment. The interaction variable (X2Z) showed a t-value of 2.347 with a significance level of 0.025 (<0.05). These results indicate that organizational culture significantly moderates the relationship between transformational leadership and employee affective commitment. In other words, although transformational leadership does not directly influence affective commitment, when transformational leadership is implemented within the context of a positive and supportive organizational culture, its effect becomes significant.

The Influence of Transactional Leadership Style on Employee Affective Commitment. The results of this study indicate that transactional leadership style did not significantly influence employee affective commitment at the Lahat Religious Court ($\beta = 0.216$; Sig. = $0.124 > 0.05$). This finding indicates that a leadership style emphasizing a reward and punishment system has not increased employee emotional attachment to the organization. In other words, although a transactional leadership style can encourage improved performance and compliance with regulations in the short term, it does not necessarily foster a sense of belonging and a deep

emotional bond with the institution. This phenomenon suggests that working relationships based on transactional exchanges are instrumental, where employees tend to be motivated by rewards or fear of punishment, rather than by an intrinsic drive to contribute to the organization. In the context of public organizations such as the Religious Court, employee motivation is influenced not only by material rewards but also by emotional factors, moral values, and the meaning of work inherent in public service duties. Therefore, a leadership system that focuses too much on transactional aspects tends to be less effective in building affective commitment rooted in emotional closeness and deep loyalty to the organization. These results align with the findings of [Butt et al. \(2023\)](#), who stated that transactional leadership does not always increase employee emotional closeness, primarily when the work orientation is based solely on short-term exchange relationships. When interactions between leaders and subordinates are based solely on rewards and punishments, working relationships become formal and functional, thus diminishing the sense of closeness and emotional attachment to the organization. However, the results of this study do not support the findings of [Sumarsono and Baehaki \(2022\)](#), who argued that transactional leadership can increase employee loyalty and commitment if supported by a fair and consistent reward system. In the context of the Lahat Religious Court, a transactional leadership style may not have significantly influenced affective commitment due to several inhibiting factors, such as limited resources, an unsustainable reward mechanism, or employee perceptions that the compensation system does not fully reflect fairness. Interestingly, observations and interviews indicate that some employees actually feel more motivated by the implementation of a transactional leadership style that implements a clear reward and punishment system. They believe that rewarding high-performing employees and imposing sanctions for violations can create a sense of fairness and boost work morale. This demonstrates that, although its effect is not statistically significant, a transactional leadership style remains attractive to employees who value a performance-based work system. Therefore, the insignificant effect of transactional leadership on affective commitment does not mean this leadership style is entirely useless. Transactional leadership still plays a vital role in maintaining discipline, accountability, and clarity in work systems. However, to foster more substantial affective commitment, it needs to be combined with a transformational leadership style that emphasizes giving meaning to work, inspiration, and individual attention. The synergy between these two leadership styles is believed to create a balance between external motivation (rewards and punishments) and internal motivation (emotional commitment to the organization), thereby sustainably improving employee performance and loyalty.

The Influence of Transformational Leadership Style on Employee Affective Commitment. The results of this study indicate that transformational leadership has a regression coefficient of 0.170 with a significance value of 0.486 (>0.05). This finding suggests that transformational leadership style does not significantly influence employee affective commitment at the Lahat Religious Court. In other words, although leaders have attempted to provide inspiration, motivation, individual attention, and encourage innovation in the workplace, these efforts have not been strong enough to create an emotional attachment between employees and the organization. Theoretically, according to [Bass and Bass \(2008\)](#), transformational leadership should increase affective commitment because leaders act not only as guides but also as sources of inspiration, building emotional connections with their subordinates. Through attention to individual needs and motivational communication, transformational leaders are expected to foster trust, pride, and loyalty to the organization. However, the results of this study indicate that this influence has not been clearly evident at the Lahat Religious Court. Several contextual factors may cause this phenomenon. First, an organizational culture that tends to be bureaucratic

can hinder leaders from optimally implementing a transformational leadership style. An inspirational and flexible approach is often challenging to implement in a work environment bound by formal rules and procedures. Second, employee work orientation may focus more on fulfilling administrative and formal responsibilities than on building emotional attachment to the organization. Third, rigid hierarchical relationships in public institutions, such as courts, can limit two-way communication between leaders and subordinates, preventing leaders' attention and encouragement from being fully conveyed and felt by employees. According to [Sumarsono and Baehaki \(2022\)](#), transformational leadership, which emphasizes motivation, individual attention, and inspiration, can increase employees' sense of belonging to the organization. Leaders who give meaning to their subordinates' work and treat them as valuable individuals will encourage increased affective commitment. However, the results of this study point in a different direction and align more closely with the findings of [Butt et al. \(2023\)](#), who stated that transformational leadership does not always have a positive impact on affective commitment. In some contexts, particularly in bureaucratic and highly structured organizations, the implementation of transformational leadership is often ineffective. Furthermore, observations and interviews indicate that although the transformational leadership style remains in place at the Lahat Religious Court, employee response to this style is relatively low compared to transactional leadership. Most employees feel more motivated when leaders implement a clear reward and punishment system, as the results can be directly felt. They view awards for work performance as a concrete form of recognition for efforts. In contrast, the inspirational and moral transformational approach is seen as more abstract and less likely to impact work morale immediately. Based on these findings, the transformational leadership style at the Lahat Religious Court has not been successful in significantly fostering employee affective commitment. While it offers advantages in providing inspiration and individual attention, this leadership style requires a more open, participatory, and communicative organizational environment to have a more pronounced impact on employees. Therefore, a more effective strategy for increasing employee emotional attachment to the organization likely involves a combination of transformational and transactional leadership styles. This approach combines moral motivation with a fair and transparent reward system, thereby fostering a balance between internal and external motivation within employees.

The Influence of Organizational Culture on Employee Affective Commitment. The results of the transactional leadership model study showed that organizational culture had a positive impact on employee affective commitment ($\beta = 0.974$; Sig. = $0.009 < 0.05$). This indicates that the stronger the organizational culture, the closer employees feel to the organization. If a company culture emphasizes the principles of togetherness, fairness, and professionalism, employees will feel comfortable and proud, and will be more motivated to continue working and contributing. These results align with research by [Sumarsono and Baehaki \(2022\)](#), which states that organizational culture is crucial for fostering affective commitment, as a positive culture can create a harmonious work environment and enhance a sense of belonging. However, in the transformational leadership model, organizational culture did not significantly influence affective commitment ($\beta = -0.384$; Sig. = $0.189 > 0.05$). These results indicate that there are some contexts where the influence of organizational culture on affective commitment is not always consistent. This situation suggests that corporate culture must work in conjunction with a specific leadership style to influence employee affective commitment.

The Interaction Effect of Leadership Style and Organizational Culture on Affective Commitment. The results of the interaction analysis indicate that organizational culture neither

strengthens nor weakens the influence of transactional leadership on employee affective commitment. With a regression coefficient of -0.734 and a significance value of 0.317 (>0.05), these results indicate that organizational culture does not moderate the relationship between transactional leadership and employee affective commitment. According to [Robbins and Judge \(2017\)](#), organizational culture can function as a system of values and norms that guide employee behavior and can increase their commitment to the company. However, organizational culture seems to play an insignificant role in building affective commitment because transactional leadership emphasizes short-term exchanges. In contrast, affective commitment is more closely linked to emotional aspects, loyalty, and devotion to the organization. These results differ from research by [Sumarsono and Baehaki \(2022\)](#), which found that organizational culture can have a greater impact on employee commitment when influenced by leadership. In bureaucratic government institutions such as courts, organizational culture cannot always neutralize the transactional nature of leadership, which explains this difference. Instead, this finding aligns more with research by [Butt et al. \(2023\)](#), who stated that the moderating role of organizational culture is not always the same, as its effectiveness depends on the type of leadership and work environment conditions. Thus, organizational culture failed to function as a moderating factor between employee affective commitment and transactional leadership in this study. This suggests that transactional mechanisms themselves, or other elements outside of organizational culture—such as individual motivation, job satisfaction, and career stability—exert a greater influence on employees.

The Interaction Effect of Transformational Leadership Style and Organizational Culture on Employee Affective Commitment. According to the regression analysis, organizational culture (LN_Z) has a coefficient of -1.342 and a significance value of 0.189 (>0.05), indicating that organizational culture does not significantly influence employee affective commitment at the Lahat Religious Court. This finding differs from research by [Sumarsono and Baehaki \(2022\)](#), which found that organizational culture plays a significant role in enhancing employee emotional engagement. This may occur because the institution's organizational culture has not yet been fully formed or its implementation is inconsistent. Nevertheless, the X2Z interaction variable shows a positive and significant effect on affective commitment, with a coefficient of 2.347 and a significance level of 0.025 (<0.05). This indicates that organizational culture influences affective commitment. These results align with [Butt et al. \(2023\)](#), who stated that organizational culture can help transformational leadership become more effective in building employee loyalty and emotional bonds. Thus, although organizational culture does not have a direct significant effect, it is still crucial in supporting good leadership and increasing employee commitment. These results demonstrate the importance of integrating organizational culture and leadership in creating a positive work environment.

5. Conclusion

It can be concluded that (1) Transactional leadership does not have a significant effect on employee affective commitment. This indicates that the implementation of reward-and-punishment-based leadership is not strong enough to foster employee emotional attachment to the organization. (2) Transformational leadership does not have a significant effect on employee affective commitment. This indicates that although leaders provide inspiration, motivation, individual attention, and encouragement of innovation, these efforts are not sufficient to foster an emotional bond between employees and the organization. (3) Organizational culture has a positive and significant effect on employee affective commitment in the transactional leadership model. This means that the better the organizational culture, the higher the employee affective

commitment, even though the transactional leadership style has no direct effect. (4) Organizational culture does not have a significant effect on affective commitment in the transformational leadership model. This indicates that the existing organizational culture does not fully support the development of employee affective commitment when directly linked to the transformational leadership style. (5) Organizational culture does not moderate the effect of transactional leadership on employee affective commitment. Thus, organizational culture neither strengthens nor weakens the relationship between transactional leadership and affective commitment. (6) Organizational culture moderates the influence of transformational leadership on employee affective commitment. These results indicate that a good organizational culture can strengthen the influence of transformational leadership in increasing employee affective commitment.

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