

The Impact of Transactional Leadership, Affective Commitment, and Job Satisfaction on In-Role Employee Behavior

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Abstract—This study aims to examine the impact of transactional leadership, job satisfaction, and affective commitment on employees' in-role behavior at PT Wijaya Gyokai Indonesia. A quantitative research design was employed, utilizing a survey method involving 60 respondents selected through simple random sampling. Data were gathered using a structured questionnaire with a 5-point Likert scale and analyzed using multiple linear regression. The t-test was used to evaluate the partial effects of each variable, while the F-test assessed the overall model significance. The findings reveal that, individually, transactional leadership ($t = 7.195$; $p < 0.001$), affective commitment ($t = 7.160$; $p < 0.001$), and job satisfaction ($t = 6.168$; $p < 0.001$) all exert a positive and significant influence on employees' in-role behavior. Simultaneously, the three variables significantly affect in-role behavior ($F = 43.714$; $p < 0.001$), explaining 68.5% of the variance, with the remaining 31.5% attributed to factors outside the model. These results highlight the critical role of transactional leadership, affective commitment, and job satisfaction in promoting positive employee behavior within the organization. Practically, this suggests that companies should implement initiatives that enhance these factors—such as well-designed reward systems, transparent career development opportunities, and programs that foster employee engagement—to improve overall organizational performance.

Keywords—*transactional leadership; affective commitment; job satisfaction; in-role behavior*

I. INTRODUCTION

In a dynamic and competitive business environment, employee behavior plays a crucial role in determining the success and sustainability of an organization [1]. In-role behavior, which refers to formal activities that directly support the organization's goals, is becoming increasingly important as organizations strive to maintain competitiveness and operational efficiency. At PT Wijaya Gyokai Indonesia, a company operating in a highly competitive industry, understanding and optimizing employee in-role behavior is vital to maintaining operational excellence and achieving strategic objectives.

The significance of in-role behavior extends beyond mere task completion, directly impacting organizational productivity, service quality, and overall performance metrics [2]. When employees consistently perform their defined roles effectively, organizations experience increased operational efficiency, reduced supervision needs, and enhanced customer satisfaction. This is particularly relevant in a manufacturing environment like PT Wijaya Gyokai Indonesia, where precise task execution is crucial for maintaining product quality and meeting production targets.

Research on in-role behavior has identified various organizational and individual factors that potentially influence employee performance. Although numerous studies have examined the impact of transformational leadership on employee behavior, less attention has been given to the role of transactional leadership [3]. Additionally, while job satisfaction and organizational commitment have been

studied separately, their combined effects with transactional leadership on in-role behavior have been underexplored, particularly in manufacturing companies [4].

Previous studies have reported mixed findings concerning the relationships among these variables. Some researchers have identified a strong positive association between transactional leadership and in-role behavior [5], while others have emphasized the link between job satisfaction and in-role behavior [6], as well as the significant influence of affective commitment on in-role behavior [7]. These inconsistencies in the leadership-behavior dynamic across various cultural and organizational contexts underscore the necessity for more context-specific research, particularly within distinct industrial environments.

In-role behavior, as a fundamental aspect of employee performance, encompasses the specified activities and responsibilities that employees are expected to fulfill as part of their formal job requirements. This behavior is characterized by consistent adherence to organizational standards, reliable task execution, and achievement of predetermined performance targets [8]. Research has demonstrated that effective in-role behavior significantly contributes to organizational efficiency and is a key predictor of overall organizational success [9].

Transactional leadership, characterized by clear expectations, reward systems, and structured exchanges between leaders and followers, has been recognized as a potential driver of employee performance. This leadership style's emphasis on goal setting, performance monitoring, and contingent rewards aligns well with the structured nature of manufacturing operations. Studies have shown that transactional leadership can be highly effective in contexts where clear performance standards and metrics exist [10].

Affective commitment, representing the emotional attachment employees have to their organization, has emerged as a crucial factor in shaping work behavior. When employees develop strong affective commitment, they are more likely to internalize the organization's goals and exert extra effort in their defined roles [7]. Research consistently shows that affective commitment is positively related to various forms of positive work behavior, including increased in-role performance [11].

Job satisfaction, which encompasses employees' overall satisfaction with their work environment and conditions, serves as a fundamental predictor of work behavior. Satisfied employees typically exhibit higher levels of engagement in their defined roles and greater consistency in meeting performance expectations. The relationship between job satisfaction and in-role behavior has been well-documented across various organizational contexts, although its interaction with other variables warrants further exploration [13].

Based on the theoretical framework and prior empirical findings, this study proposes the following hypotheses:

- H1: Transactional leadership is predicted to have a positive effect on employee in-role behavior [14].
- H2: Affective commitment is predicted to have a positive effect on employee in-role behavior [7].
- H3: Job satisfaction is predicted to have a positive effect on employee in-role behavior [12].
- H4: Transactional leadership, affective commitment, and job satisfaction simultaneously is predicted to influence employee in-role behavior..

II. METHOD

This study employs a quantitative approach with a survey method. Data collection is conducted using a questionnaire with a Likert scale of 1-5. The questionnaire used includes indicators of rewards, emotional attachment, work environment, and job routine for employees, and uses a sample of 60 respondents. SPSS software version 25 facilitates data analysis activities in this study. If Transactional Leadership, Affective Commitment, and Job Satisfaction are the independent variables, then In-Role Behavior is the dependent variable. To conduct this research, a conceptual framework was created and illustrated in a graph, which serves as the research framework for this study.

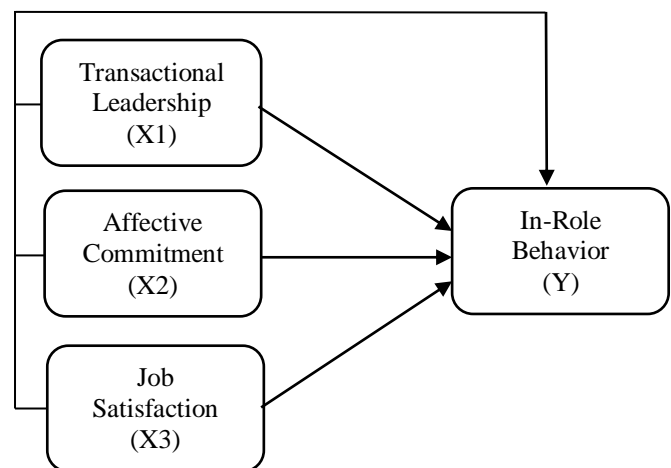


Figure I. Conceptual Research Model

The results indicate that the independent variable X1 (Transactional Leadership) has a positive effect on the dependent variable Y (In-Role Behavior). Similarly, the independent variable X2 (Affective Commitment) also shows a positive influence on in-role behavior. Furthermore, the independent variable X3 (Job Satisfaction) demonstrates a positive relationship with the same dependent variable. Collectively, these three independent variables—transactional leadership, affective commitment, and job satisfaction—simultaneously contribute to shaping employee in-role behavior. It can be concluded that these factors positively influence the in-role behavior of employees at PT Wijaya Gyokai Indonesia [15].

The respondents in this study are employees working at PT. Wijaya Gyokai Indonesia. This study uses a sample of respondents who are contract employees and permanent employees working in production positions at PT. Wijaya Gyokai Indonesia. Employees who have worked for 2 years or more, and employees who have attained an average education level of high school.

The analytical procedures employed in this study consist of several stages. First, the researcher performed an instrument test, which includes a validity test to assess whether each item accurately measures the intended construct, and a reliability test to evaluate the consistency of the measurement items. Following this, a series of classical assumption tests were conducted, including a normality test to examine whether the data for variables X1, X2, X3, and Y1 are normally distributed; a multicollinearity test to detect potential high correlations among the independent variables; and a heteroscedasticity test to identify any unequal variances in the residuals, which may indicate heteroscedasticity symptoms.

Subsequently, multiple linear regression analysis was conducted to examine the relationships between the independent and dependent variables. For hypothesis testing, both F-test (simultaneous test) and t-test (partial test) were applied. The F-test assesses whether the independent variables jointly have a significant effect on the dependent variable, while the t-test evaluates the individual contribution of each independent variable. Lastly, the coefficient of determination (R^2) was calculated to determine the extent to which the model explains the variation in the dependent variable.

III. RESULTS AND DISCUSSION

TABLE I. VALIDITY TEST

Variables	Indicator	Calculated r	r Table	Description
Transactional Leadership (X1)	P1.1	0,751	0,2542	Valid
	P1.2	0,775		
	P1.3	0,796		
	P1.4	0,759		
	P1.5	0,812		
	P1.6	0,647		
	P1.7	0,710		
Affective Commitment (X2)	P2.1	0,726		
	P2.2	0,709		
	P2.3	0,769		
	P2.4	0,714		
	P2.5	0,653		
	P2.6	0,683		
	P2.7	0,699		
	P2.8	0,658		
Job Satisfaction (X3)	P3.1	0,708		
	P3.2	0,543		
	P3.3	0,665		
	P3.4	0,676		
	P3.5	0,524		
	P3.6	0,570		
	P3.7	0,669		
	P3.8	0,631		

In-Role Behavior (Y)	P3.9	0,657		
	P3.10	0,713		
	P3.11	0,621		
	P3.12	0,617		
	P3.13	0,554		
	P3.14	0,576		
	Y1.1	0,754		
	Y1.2	0,690		
	Y1.3	0,693		
	Y1.4	0,706		
	Y1.5	0,711		

Validity is a measure that indicates that the variable being measured is the variable that is truly intended to be researched by the researcher[16]. From the above table, it can be explained that the calculated r value of the variable > r table based on the significant test of 0.05, it can be concluded that the variable item is valid.

Reliability test. All variables in this study show reliability because the reliability score is >0.70[16].

TABLE II. REALIBILITY TEST

Variable	Cronbach' Alpha	Standard	Description
Transactional Leadership (X1)	0,866	0,70	Realiable
Affective Commitment (X2)	0,849	0,70	
Job Satisfaction (X3)	0,875	0,70	
In-Role Behavior (Y1)	0,750	0,70	

The researcher also assessed the normality of the data using a statistical approach, specifically by examining the output of the non-parametric Kolmogorov-Smirnov (K-S) test applied to the variables of transactional leadership, affective commitment, and job satisfaction in relation to in-role behavior. The test results indicate that the residuals have an Asymp. Sig. (2-tailed) value of 0.73, which exceeds the threshold of 0.05. Therefore, it can be concluded that the data are normally distributed, and the assumption of normality for the regression analysis is satisfactorily met [17].

TABLE III. HETEROSCEDASTICITY TEST

Coefficients ^a					
Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.728	.651		2.654	0.10
Transactional Leadership	-.007	.016	-.054	-.416	.679
Affective Commitment	-.004	.016	-.034	-.256	.799
Job Satisfaction	-.020	.011	-.230	-1.752	.085

a. Dependent Variable: RES2

It is stated that a significance value > 0.05 indicates no heteroscedasticity, while a significance value < 0.05 indicates heteroscedasticity [18]. The above table shows that:

The researcher attempted to test for heteroscedasticity in the independent variable X1 (Transactional Leadership) and the results did not indicate any symptoms of heteroscedasticity, as the significance value of 0.697 is > 0.05 . Similarly, variable X2 (Affective Commitment) did not show any symptoms of heteroscedasticity, as the significance value of 0.799 is > 0.05 . Finally, variable X3 (Job Satisfaction) did not indicate any symptoms of heteroscedasticity, as the significance value of 0.085 is > 0.05 .

TABLE IV. MULTICOLLINEARITY TEST

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-4.663	1.171		-3.980	.000		
Transactional Leadership	.210	.029	.529	7.195	.000	.990	1.010
Affective Commitment	.208	.029	.530	7.160	.000	.997	1.024
Job Satisfaction	.124	.020	.457	6.168	.000	.975	1.025

a. Dependent Variable: in-role employee behavior

The researcher also conducted a multicollinearity test to examine potential correlations among the independent variables. The standard criteria indicating the absence of multicollinearity are a Variance Inflation Factor (VIF) value less than 10 and a tolerance value greater than 0.10. The test results show that the tolerance values for Transactional Leadership (0.990), Affective Commitment (0.977), and Job Satisfaction (0.975) all exceed the threshold of 0.10. Likewise, the corresponding VIF values for Transactional Leadership (1.010), Affective Commitment (1.024), and Job Satisfaction (1.025) are all below the maximum acceptable limit of 10.

Based on these results, it can be concluded that there is no indication of multicollinearity among the independent variables, thus satisfying the assumption for regression analysis, as presented in Table IV below.

TABLE V. TABLE V. T HYPOTHESIS TEST

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4.663	1.171		-3.980	.000
Transactional Leadership	.210	.029	.529	7.195	.000
Affective Commitment	.208	.029	.530	7.160	.000
Job Satisfaction	.124	.020	.457	6.168	.000

a. Dependent Variable: in-role employee behavior

The positive influence of transactional leadership on in-role behavior has a value of 0.21. When the transactional leadership variable increases by 1, the Y variable (in-role behavior) increases by 0.21. The influence of affective commitment on in-role behavior is positive with a value of 0.208. When the affective commitment variable increases by 1, the Y variable (in-role behavior) increases by 0.208. The influence of job satisfaction on in-role behavior is positive with a value of 0.124. When the job satisfaction variable increases by 1, the Y variable (in-role behavior) increases by 0.124.

TABLE VI. F HYPOTHESIS TEST

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	161.690	3	53.897	43.714	.000 ^b
Residual	69.044	56	1.233		
Total	230.733	59			

a. Dependent Variable: In-Role Employee Behavior

b. Predictors: (Constant), Job Satisfaction, Transactional Leadership, Affective Commitment

The researcher conducted a simultaneous effect analysis by referring to the F value presented in the ANOVA table, using a significance threshold of $p < 0.05$ [19]. The analysis results show a significance value of 0.000 (which is less than 0.05) and an F value of 43.714, which is greater than the critical value of 2.7. These findings indicate that the independent variables—transactional leadership, affective commitment, and job satisfaction—have a significant simultaneous effect on the dependent variable, namely in-role behavior.

The researcher also conducted a partial test (t-test) to evaluate the individual influence of each independent variable on the dependent variable. The results show that the significance value for Variable X1 (Transactional Leadership) is 0.000 ($p < 0.05$), indicating a significant influence on Variable Y (In-Role Behavior). Similarly, Variable X2 (Affective Commitment) also shows a significance value of 0.000 ($p < 0.05$), confirming its significant effect on in-role behavior. The same result applies to Variable X3 (Job Satisfaction), which has a significance value of 0.000 ($p < 0.05$), thereby establishing a significant relationship with the dependent variable. In addition, the F-test result for the three independent variables—X1, X2, and X3—shows an F value of 43.714 (greater than the threshold value of 2.7) with a significance value of 0.000 ($p < 0.05$). These results collectively indicate that all independent variables exert both individual and simultaneous significant effects on employee in-role behavior.

TABLE VII. COEFFICIENT OF DETERMINATION

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.710	.685	1.110
a. Predictors: (Constant), Job Satisfaction, Transactional Leadership, Affective Commitment				

Lastly, the researcher conducted a test of the Coefficient of Determination to measure the predictive strength of the model. The output table shows an Adjusted R Square value of 0.685, indicating that 68.5% of the variance in In-Role Behavior (Y) can be explained by the three independent variables: Transactional Leadership (X1), Affective Commitment (X2), and Job Satisfaction (X3). This value is considered strong, as it exceeds the threshold of 0.67, suggesting that the model has a substantial explanatory power in the context of PT Wijaya Gyokai.

IV. CONCLUSIONS

This research provides evidence that transactional leadership, affective commitment, and job satisfaction significantly influence employees' in-role behavior at PT Wijaya Gyokai Indonesia. The study confirms that these factors play an essential role in shaping employee performance within their defined roles, highlighting the importance of leadership style, emotional attachment to the organization, and overall satisfaction with the work environment.

Although transactional leadership has the strongest impact on in-role behavior, all three variables combined account for a significant portion of the variance in employee behavior (68.5%). The findings suggest that organizations should not only focus on leadership practices but also foster a supportive work environment that enhances employees' emotional attachment and job satisfaction [7].

Future research could explore other factors that may contribute to in-role behavior and test these relationships across different organizational contexts. Moreover, investigating the role of additional leadership styles or other employee attitudes could offer a broader understanding of employee behavior dynamics.

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