

The Influence of Transformational Leadership on Performance Through Organizational Commitment as an Intervening Variable on Non-Permanent Employees of DPM-PTSP Jambi Province

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ABSTRACT

This research aims to analyze the influence of transformational leadership on performance through organizational commitment as an intervening variable for non-permanent employees of the DPM-PTSP Jambi Province. The method used is quantitative analysis with a population and sample of all non-permanent employees totaling 40 respondents. Data collection was carried out using a Likert scale-based questionnaire, and analysis was carried out using Structural Equation Modeling (SEM) techniques based on Partial Least Square (PLS) via SmartPLS 3 software. The results of the research showed that: (1) transformational leadership has a positive and significant effect on employee performance, (2) transformational leadership has a positive and significant effect on organizational commitment, (3) organizational commitment has a positive and significant effect on employee performance, and (4) organizational commitment as an intervening variable has a positive and significant effect between transformational leadership and employee performance.

INTRODUCTION

An organization is a unit that functions as a container or tool to achieve various goals, both individual goals, namely getting a job and income, organizational goals such as seeking profit, and community goals, namely obtaining results from the organization. Organizations consist of many important elements, including human resources. Human resources (HR) not only function as drivers and determinants of the smooth running of organizational activities. They also have a major influence in determining the development and progress of the organization. Therefore, the quality and ability of HR are factors that contribute to determining the success of an organization (Harikesuma Ahmar et al., 2024).

Employee performance is one of the important indicators in assessing the success of an organization or agency. To achieve the goals of the organization or agency optimally, leaders need to pay attention to the quality of relationships between employees. This involves coaching and motivating employees, so that they understand their roles and responsibilities and comply with agency regulations (Wijaya, 2022). The importance of examining employee performance because it has a major impact on organizational development. Employee performance is the main reference in employee evaluation by the organization (Widjaja, 2021). Performance is the result of employee work in carrying out tasks according to the responsibilities given, both in terms of quality and quantity (Ike Ratnasari, 2024).

Factors that influence employee performance according to (Mahardika Suartama Komang Ardana, 2014), such as leadership, education and training, financial compensation, stress, and work discipline. Leaders who are able to influence and actively involve their subordinates with the right leadership are an important element in improving employee performance and achieving common goals. A good relationship between superiors and subordinates is expected to create a harmonious situation, so that solid cooperation is formed to achieve organizational goals. Therefore, organizations need reformist leaders, who are able to be drivers of change (transformation), to create effective collaboration between leaders and subordinates (Kharis Indra, 2015).

In addition to transformational leadership, another factor that influences employee performance is organizational commitment. Organizational commitment is an indicator of the extent to which employees are willing to continue working in the company in the future. Commitment often reflects employee belief in the organization's mission and goals, effort in completing work, and desire to continue working there. Organizational commitment reflects how individuals identify themselves with the organization and are tied to the organization's goals (Permatasari et al., 2024).

DPM-PTSP Jambi Province is an agency responsible for implementing tasks and functions in accordance with Regional Regulation Number 5 of 2013. Its main tasks include formulating policies and implementing integrated licensing in the field of investment.

The implementation of the duties of the Jambi Province DPM-PTSP involves many employees, both civil servants and non-permanent employees.

To find out the organizational performance data at the Jambi Province DPM-PTSP, it can be seen in the following table:

Table 1. Data on Organizational Performance Achievements of DPM-PTSP
 Jambi Province Year 2023

No	Program	Target	Realization	achievement
1	Supporting provincial government affairs	100%	89.79%	89.79%
2	Development of investment climate	100%	88%	88%
3	Investment promotion	100%	93.72%	93.72%
4	Investment services	100%	92.86%	92.86%
5	Control of investment implementation	100%	88.25%	88.25%
Average Achievement				90.52%

Source: DPM-PTSP Jambi Province 2024

Based on table 1, the average performance achievement of the Jambi Province DPM-PTSP was 90.52%, indicating quite good performance, but not yet optimal. The focus of the research was on non-permanent employees, with the results of an initial survey of 10 non-permanent employees showing that 52.5% of their performance was still less than optimal. This indicates that the performance of non-permanent employees in this agency is not yet optimal. Although the agency has experienced a change in leadership, based on an initial survey of 10 non-permanent employees, it shows 40%, meaning that transformational leadership is quite good but still not optimal. In addition to transformational leadership, organizational commitment also plays an important role in influencing employee performance. An initial survey of 10 temporary employees revealed that 46.68% of respondents felt still less committed to the organization.

This research aims to provide an understanding of the description of employee performance, transformational leadership, and organizational commitment at the DPM-PTSP of Jambi Province. Apart from that, this research also focuses on analyzing the influence of transformational leadership on employee performance, both directly and through organizational commitment which acts as an intermediary variable. Furthermore, this research explores the relationship between transformational leadership and organizational commitment as well as the impact of organizational commitment on employee performance. With this approach, it is hoped that the research results can provide deeper insight into the relationship between transformational leadership, organizational commitment and employee performance in the DPM-PTSP of Jambi Province.

LITERATURE REVIEW

Performance

Performance in an organization reflects the success or failure of achieving predetermined goals. The term "performance" comes from the words "job performance" or "actual performance", which refers to the results or work

achievements achieved by individuals (Balbed & Sintaasih, 2019). Performance, according to (Serang, 2024) is the result of work that is closely related to achieving organizational goals and satisfaction. Employee performance is focused on optimal task execution to support the achievement of organizational targets. Krismayanti (2024) added that Performance is the result of employee work in carrying out tasks or responsibilities, both in terms of quality and quantity. Furthermore, (Mangkunegara, 2017) expressing about performance is the achievement of an employee when carrying out tasks based on the fulfillment of obligations seen from the aspect of quality and quantity of work given to him. Employee performance indicators according to (Soetrisno, 2010), consists of work quality, work quantity, work time, and cooperation.

Transformational Leadership

Transformational leadership according to (Djuraidi & Laily, 2020) is leadership that encourages change in individuals and organizations. In its ideal form, this leadership produces meaningful and positive change for followers. Meanwhile, according to (Purba Tambak & Aryati, 2023) Transformational leadership is leadership in which the leader becomes a central figure who is able to motivate employees through a clear vision, good communication, positive behavioral examples, and strong relationships. (Lisnawati et al., 2024) reveals transformational leadership focuses on attention to the individual development needs of employees. Transformational leaders change employees' perspectives on problems by helping them see the issues from a different perspective. In addition, they are also able to motivate, inspire, and inspire employees to put forth more effort to achieve group goals. Transformational leadership indicators according to (Friyatna Dira, 2022) consists of ideal influence, inspirational motivation, intellectual stimulation, individual consideration.

Organizational Commitment

Organizational commitment refers to an individual's trust in the organization's core values and a deep sense of dedication to their work, along with a strong willingness to remain a part of the organization (Djohan et al., 2023). Meanwhile, according to (Nurdin, 2016) give definition Organizational commitment is a condition in which an employee supports an organization and its goals, and is determined to remain a member of the organization. According to (Aritonang & Hutauruk, 2024) Commitment refers to the dedication to accomplishing organizational objectives by willingly investing all efforts for the organization's success and maintaining loyalty as a member of the organization. Organizational commitment indicators according to (Busro, 2018) consists of affective organizational commitment, continuing organizational commitment, normative organizational commitment.

H1: It is suspected that transformational leadership has a positive and significant influence on the performance of non-permanent employees.

H2: It is suspected that transformational leadership has a positive and significant influence on the organizational commitment of non-permanent employees.

- H3: It is suspected that organizational commitment has a positive and significant effect on the performance of non-permanent employees.
- H4: It is suspected that organizational commitment as an intervening variable has a positive and significant influence between transformational leadership and the performance of non-permanent employees.

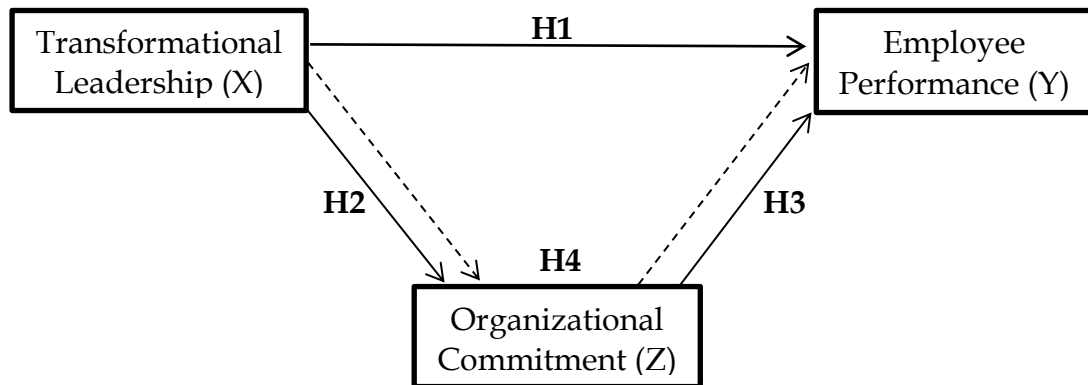


Figure 1. Thinking Framework Diagram

METHODOLOGY

This study uses a descriptive quantitative method to analyze the influence of transformational leadership on employee performance with organizational commitment as an intervening variable. This positivist philosophy-based approach emphasizes hypothesis testing through empirical data analysis using statistical methods and processed with the SmartPLS 3.0 application. The location of the study was the Investment and One-Stop Integrated Service Office (DPM-PTSP) of Jambi Province, located at Jl. RM Noer admadibrata No. 05, Telanaipura, Telanaipura District, Jambi City, Jambi, with the population in the study being all non-permanent employees of DPM-PTSP Jambi Province totaling 40 employees. The sample used was a saturated sample where the sample was taken not using randomization but by using the entire existing population.

The Partial Least Square (PLS) technique applied in this research is a Structural Equation Modeling (SEM) method based on variance, enabling the simultaneous assessment of both the measurement model and the structural model. The evaluation of the measurement model (outer model) involves assessing validity through convergent and discriminant validity tests, as well as measuring reliability using Composite Reliability and Cronbach's Alpha to confirm the robustness of the instrument. Meanwhile, the structural model (inner model) is analyzed by examining the connections between latent variables through multicollinearity tests ($VIF \leq 5$), R-Square values to determine predictive strength, F-Square to assess effect sizes, and hypothesis testing via bootstrapping, ensuring statistical significance with t-statistics values exceeding 1.96 and p-values below 0.05. This methodological approach guarantees precision and dependability in understanding the causal interactions among variables within the study.

RESEARCH RESULT*Respondent Characteristics*

Table 1. Respondent Characteristics

Category		Amount	Percentage
Gender	Man	19	47%
	Woman	21	53%
	Total	40	100%
Age Range	18 - 24 Years	7	17.5%
	25 - 30 Years	13	32.5%
	31 - 35 Years	6	15%
	> 35 Years	14	35%
	Total	40	100%
Last education	High School/Equivalent	13	32.5%
	D3/D4	2	5%
	S1	24	60%
	S2	1	2.5%
	Total	40	100%
Length of work	< 5 Years	15	37.5%
	6 - 10 Years	17	42.5%
	> 10 Years	8	20%
	Total	40	100%

Source: Data processed by researchers, 2025

Based on table 1, it shows that from 40 respondents in this study, the gender of the respondents was mostly female, 21 people (53%) and 19 people (47%) were male, women are the most employees. While from age, it shows that the majority of respondents are aged >35 years (35%). However, the smallest percentage is 31-35 years (15%). The difference in age between young and old also affects employee performance. Because employees aged 35 years have a lot of experience in their field of work and are very productive, allowing them to work so that their performance is good.

Based on the last education, it shows that 24 respondents (60%) mostly have a bachelor's degree or S1, while the lowest value in the last education is (5%) or as many as 2 respondents have a D3/D4 degree and (2.5%) or as many as 1 respondent has a S2 degree. In general, a person's level of education will have an impact on actions in deciding and the ability to complete the tasks given to him. This means that S1 is needed more because his skills have been trained during college so that his performance will be good. Meanwhile, based on the length of service, it shows that most employees have worked for 6-10 years (42.5%) while for the smallest >10 years (20%). From these conditions, it can be seen that the majority of employees have worked for quite a long time but have good motivation, work spirit and performance.

Table 2. Distribution of Respondents' Answers to Employee Performance (Y)

No	Dimensions	Amount	Category
1	Quality of Work	171	Very high
2	Quantity of Work	173	Very high
3	Working time	167.3	Tall
4	Cooperation	165.3	Tall
Average		169.1	Very high

Source: Data processed by researchers, 2025

Based on the data distribution in table 2, the performance of DPM-PTSP Jambi Province employees is classified as very high with an average overall score of 169.1. This shows that employees have maximum work quality, work quantity, work time, and cooperation. In the work quality dimension, it is measured through work standards, skilled, and neatness, with an average score of 171. In the work quantity dimension, it is measured through work results, targets, and speed, with an average score of 173. In the work time dimension, it is measured through punctuality, optimality, and responsibility, with an average score of 167.3. However, the cooperation dimension is the dimension with the lowest average score of 165.3, which is measured through relationships, openness, and communication.

Table 3. Distribution of Respondents' Answers to Transformational Leadership (X)

No	Dimensions	Amount	Category
1	Ideal Influence	162.3	Good
2	Inspirational Motivation	167	Good
3	Intellectual Stimulation	174	Very good
4	Individual Considerations	169.3	Very good
Average		168.1	Very good

Source: Data processed by researchers, 2025

Based on the data distribution in table 3, Transformational leadership in DPM-PTSP Jambi Province is very good with an average score of 168.1, with the first dimension, namely, ideal influence measured through trust, guidance, and admiration having an average score of 162.3. The second dimension, namely, inspirational motivation measured through enthusiasm, communication, and inspiration has an average score of 167. The third dimension, namely, intellectual stimulation measured through rationality, problems, and creativity which has an average score of 174, is in the very good category and higher than other dimensions. And the fourth dimension, namely, individual consideration measured through direction, input, and attention has an average score of 169.3.

Table 4. Distribution of Respondents' Answers to Organizational Commitment (Z)

No	Dimensions	Amount	Category
1	Affective Organizational Commitment	170.6	Very Committed
2	Sustainable Organizational Commitment	167.3	Commitment
3	Normative Organizational Commitment	171.3	Commitment
	Average	169.7	Very Committed

Source: Data processed by researchers, 2025

Based on table 4, the distribution of the analyzed data, the level of work commitment of non-permanent employees of DPM-PTSP Jambi Province as a whole is in the Very Committed category with an average score of 169.7. With the first dimension, namely, affective organizational commitment, namely happiness, needs, and emotional attachment, this dimension has an average score of 170.6. The second dimension is, ongoing organizational commitment which includes work alternatives, losses, and difficulties with an average score of 167.3. The third dimension is, normative organizational commitment which includes loyalty, moral values, and being bound by contract with the highest average score, namely 171.3.

Outer Model Test

Convergent Validity

Table 5. Outer Loading Assessment

Indicator	Performance Employee (Y)	Transformational Leadership (X)	Organizational Commitment (Z)
Y.1	0.723		
Y.2	0.772		
Y.3	0.943		
Y.4	0.723		
Y.5	0.876		
Y.6	0.897		
Y.7	0.818		
Y.8	0.925		
Y.9	0.727		
Y.10	0.757		
Y.11	0.740		
Y.12	0.723		
X.1		0.712	
X.2		0.786	
X.3		0.838	
X.4		0.702	
X.5		0.710	
X.6		0.761	
X.7		0.719	
X.8		0.853	
X.9		0.920	
X.10		0.852	
X.11		0.927	

X.12	0.754	
Z.1		0.926
Z.2		0.705
Z.3		0.817
Z.4		0.921
Z.5		0.841
Z.6		0.731
Z.7		0.911
Z.8		0.896
Z.9		0.858

Source: Data processed with SmartPLS, 2025

Referring to Table 5, the outcomes of the third model's calculations are deemed trustworthy, as every factor loading exceeds the threshold of 0.70.

Table 6. Average Variance Extraordinary (AVE)

Variables	AVE Value	Information
Employee Performance (Y)	0.650	Valid
Transformational Leadership (X)	0.637	Valid
Organizational Commitment (Z)	0.720	Valid

Source: Data processed with SmartPLS, 2025

Referring to Table 6, all AVE values exceed 0.5, indicating that each construct meets the validity criteria. Therefore, it can be concluded that the construct has successfully passed the validity test at the convergent stage.

Discriminant Validity

Table 7. Cross loading

Indicator	Performance Employee (Y)	Transformational Leadership (X)	Organizational Commitment (Z)
Y.1	0.723	0.530	0.589
Y.2	0.772	0.687	0.584
Y.3	0.943	0.647	0.751
Y.4	0.723	0.505	0.530
Y.5	0.876	0.690	0.735
Y.6	0.897	0.662	0.692
Y.7	0.818	0.652	0.604
Y.8	0.925	0.605	0.706
Y.9	0.727	0.505	0.725
Y.10	0.757	0.613	0.596
Y.11	0.740	0.624	0.636
Y.12	0.723	0.593	0.445
X.1	0.505	0.712	0.486
X.2	0.577	0.786	0.517
X.3	0.551	0.838	0.495
X.4	0.541	0.702	0.550
X.5	0.674	0.710	0.624
X.6	0.550	0.761	0.442
X.7	0.666	0.719	0.467
X.8	0.635	0.853	0.673

X.9	0.697	0.920	0.625
X.10	0.617	0.852	0.642
X.11	0.632	0.927	0.597
X.12	0.564	0.754	0.531
Z.1	0.841	0.691	0.926
Z.2	0.461	0.387	0.705
Z.3	0.617	0.504	0.817
Z.4	0.741	0.752	0.921
Z.5	0.590	0.506	0.841
Z.6	0.727	0.503	0.731
Z.7	0.673	0.714	0.911
Z.8	0.703	0.632	0.896
Z.9	0.606	0.559	0.858

Source: Data processed with SmartPLS, 2025

Referring to Table 7, the comparison of cross-loading values exceeding 0.7 shows that each indicator's cross-loading value for its corresponding construct is higher than its cross-loading value for other constructs. These findings indicate that the indicators utilized in this study demonstrate strong discriminant validity, effectively distinguishing their respective variables.

Composite Reliability

Table 8. Composite Reliability

Variables	Composite Reliability	Information	Cronbach's Alpha	Information
Y	0.957	Reliable	0.950	Reliable
X	0.954	Reliable	0.947	Reliable
Z	0.958	Reliable	0.951	Reliable

Source: Data processed with SmartPLS, 2025

Referring to Table 8, the findings from the composite reliability and Cronbach's Alpha tests indicate that all variables can be considered reliable, as their composite reliability values exceed the threshold of 0.70.

Inner Model Test

Multicollinearity Test

Table 9. VIF (Variance inflation Factor)

Variables	VIF
Transformational Leadership (X) -> Employee Performance (Y)	1,972
Transformational Leadership (X) -> Organizational Commitment (Z)	1,000
Organizational Commitment (Z) -> Employee Performance (Y)	1,972

Source: Data processed with SmartPLS, 2025

Referring to the multicollinearity test results presented in Table 9, the Variance Inflation Factor (VIF) for the relationship between transformational leadership (X) and employee performance (Y) is recorded at 1.972. Similarly, the VIF value for the relationship between transformational leadership (X) and

organizational commitment (Z) stands at 1.000, while the VIF for the relationship between organizational commitment (Z) and employee performance (Y) is also 1.972. Since all these values are below the threshold of 5, it indicates that multicollinearity among the variables in this model is minimal or nonexistent. Consequently, the regression model satisfies the fundamental assumptions and is suitable for further analysis.

R-Square

Table 10. R-Square

Variables	R-Square	R-Square Adjusted
Employee Performance (Y)	0.709	0.693
Organizational Commitment (Z)	0.493	0.480

Source: Data processed with SmartPLS, 2025

Referring to the coefficient of determination test results in Table 10, Hair et al., (2019), classify the R² values into three levels: 0.25 as weak, 0.50 as moderate, and 0.75 as strong. The organizational commitment variable (Z) has an R-Square value of 0.493, indicating that transformational leadership accounts for 49.3% of the variations in organizational commitment, while the remaining 50.7% is attributed to other factors not included in the model. Similarly, the employee performance variable (Y) has an R-Square value of 0.709, signifying that 70.9% of its variation is explained by transformational leadership and organizational commitment, whereas the remaining 29.1% is influenced by external factors beyond the model.

Effect Size/F-Square

Table 11. F-Square of Direct Influence

Variables	<i>f-Square</i>	Information
Transformational Leadership (X) -> Employee Performance (Y)	0.277	Moderate
Transformational Leadership (X) -> Organizational Commitment (Z)	0.972	Tall
Organizational Commitment (Z) -> Employee Performance (Y)	0.457	Tall

Source: Data processed with SmartPLS, 2025

Referring to Table 11, the data indicates that the impact of transformational leadership (X) on employee performance (Y) is 0.277, which falls within the moderate influence category. Additionally, transformational leadership (X) has an effect of 0.972 on organizational commitment (Z), placing it in the high influence category. Furthermore, organizational commitment (Z) exerts an influence of 0.457 on employee performance (Y), also categorized as high. These findings suggest that organizational commitment (Z) plays a more significant role in enhancing employee performance (Y) compared to the direct effect of transformational leadership (X). The F-Square value classification is as follows: 0.02 represents a low effect, 0.15 signifies a moderate effect, and 0.35

indicates a high effect. If the F-Square value is below 0.02, the influence is considered negligible or insignificant (Sarstedt & Cheah, 2019).

To find out the indirect or mediating effect between transformational leadership variables (X) on employee performance (Y) through organizational commitment (Z) as an intervening variable that is not available in Smart PLS, the Upsilon V formula is used = $B2MX \cdot B2YM \cdot X$. By multiplying the Path Coefficient value or the original sample of the variable x against z squared and z against y squared (Lachowicz et al., 2018).

Table 12. F-Square of indirect effects

Variables	f-Square	Information
Transformational Leadership (X) -> Organizational Commitment (Z) -> Employee Performance (Y)	$(0.702)^2 \times (0.512)^2$ = 0.129	The Influence of Medium Mediation

Source: Data processed by researchers, 2025

According to Table 12, it can be observed that organizational commitment (Z) serves as a mediator in the indirect relationship between transformational leadership (X) and employee performance (Y), with a mediation value of 0.129. This value falls within the moderate mediation range. This suggests that organizational commitment (Z) plays a significant role as an intervening variable in enhancing the indirect impact of transformational leadership (X) on employee performance (Y), though the effect is not yet fully robust.

Hypothesis Testing/Bootstrapping

Table 13. Hypothesis Testing Based on Path Coefficient

Variables	Transformational Leadership (X)	Employee Performance (Y)	Organizational Commitment (Z)
Transformational Leadership (X) Employee Performance (Y)		0.399	0.702
Organizational Commitment (Z)		0.512	

Source: SmartPLS output, 2025

According to Table 13, there are no negative outcomes observed, indicating that the transformational leadership variable positively impacts both employee performance and organizational commitment. Additionally, the organizational commitment variable has a favorable effect on employee performance.

Table 14. Hypothesis Testing *Bootstrapping*

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/STDEV/)	P Values
Transformational Leadership (X) -> Employee Performance (Y)	0.399	0.414	0.152	2,632	0.009
Transformational Leadership (X) -> Organizational Commitment (Z)	0.702	0.718	0.076	9.253	0.000
Organizational Commitment (Z) -> Employee Performance (Y)	0.512	0.500	0.147	3.483	0.001

Source: SmartPLS output, 2025

According to the information in Table 14, the PLS statistical analysis involves simulating each proposed relationship. In this context, the Bootstrap method is applied to the sample, and conducting a bootstrap test aims to address issues related to abnormality in the research data. The findings from the bootstrap testing in the PLS analysis can be described as follows:

1) The Influence of Transformational Leadership (X) on Employee Performance (Y)

The path coefficient value is 0.399 and the t-statistics value is 2.632 > 1.96 with a significance level (p-value) = 0.009 < 0.05. These results indicate that Transformational Leadership (X) has a direct positive and significant effect on Employee Performance (Y). Thus, Hypothesis 1 is accepted.

2) The Influence of Transformational Leadership (X) on Organizational Commitment (Z)

The path coefficient value is 0.702 and the t-statistics value is 9.253 > 1.96 with a significance level (p-value) = 0.000 < 0.05. These results indicate that Transformational Leadership (X) has a direct positive and significant effect on Organizational Commitment (Z). Thus, Hypothesis 2 is accepted.

3) The Influence of Organizational Commitment (Z) on Employee Performance (Y)

Markpath coefficient of 0.512 and t-statistics value of 3.483 > 1.96 with a significance level (p-value) = 0.001 < 0.05. These results indicate that Organizational Commitment (Z) has a direct positive and significant influence on Employee Performance (Y). Thus, Hypothesis 3 is accepted.

Table 15. Hypothesis Test of Specific Indirect Effect

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/STDEV/)	P Values
Transformational Leadership (X) ->	0.360	0.360	0.117	3,068	0.002

Organizational
Commitment (Z) ->
Employee
Performance (Y)

Source: SmartPLS output, 2025

According to the findings from the Specific Indirect Effect analysis shown in Table 15, it was determined that:

1) The Influence of Transformational Leadership (X) on Employee Performance (Y) through Organizational Commitment (Z) as an intervening variable.

The path coefficient value is 0.360 and the t-statistics value is $3.068 > 1.96$ with a significant level (p-value) = $0.002 < 0.05$. These results indicate that Transformational Leadership (X) indirectly has a positive and significant influence on Employee Performance (Y) through Organizational Commitment (Z). Thus, Hypothesis 4 is declared accepted and proven.

DISCUSSION

Employee Performance Overview, Transformational Leadership, and Organizational Commitment

According to the study's findings, the performance of employees at the Investment and Integrated One-Stop Service Office in Jambi Province falls into the very high category, with an overall average score of 169.1 in the descriptive analysis. This indicates that the employees' performance, which includes factors such as work standards, skill level, neatness, work output, targets, speed, punctuality, efficiency, responsibility, relationships, transparency, and communication, is directly linked to the agency's success. The higher the employee performance, the more effectively the agency is able to achieve its goals.

Transformational leadership at the Investment and Integrated One-Stop Service Office of Jambi Province is also included in the very good category with an overall average in the descriptive analysis, namely with a score of 168.1 with a very good category. This means that transformational leadership consists of trust, guidance, admiration, enthusiasm, communication, inspiration, rationality, problems, creativity, direction, input, and attention. The better the transformational leadership, the higher the employee performance later, and vice versa.

Organizational commitment at the Investment and Integrated One-Stop Service Office of Jambi Province is included in the very committed category with an overall average in the descriptive analysis table, namely with a score of 169.7 which is included in the very committed category. This means that organizational commitment consists of happiness, needs, emotional attachment, work alternatives, losses, difficulties, loyalty, moral values, and being bound by contract. The more committed employees are to an organization, the higher the level of employee performance in the agency.

The Influence of Transformational Leadership on Employee Performance

The findings of this research indicate that transformational leadership positively impacts employee performance. According to Table 14, the path coefficient is 0.399, signifying a positive effect. The P-value for the relationship between transformational leadership and employee performance is 0.009, along with a T-Statistics value of 2.632. These results align with the accepted thresholds, where P-values are less than 0.05 and T-Statistics exceed 1.96. Furthermore, the F-Square value of 0.277 categorizes the impact of transformational leadership on employee performance as moderate. Therefore, it can be concluded that transformational leadership significantly and positively influences employee performance.

The better the transformational leadership, the higher the performance of subordinates, and vice versa. This means that transformational leadership consisting of trust, guidance, admiration, enthusiasm, communication, inspiration, rationality, problems, creativity, direction, input, and attention has a positive and significant effect on employee performance consisting of work standards, skilled, neatness, work results, targets, speed, on time, optimal, responsibility, relationships, openness, and communication.

This study is reinforced by the findings of Tresnawati et al., (2024), which indicate that transformational leadership has a substantial and favorable effect on the performance of Polri personnel at Polres Metro Bekasi City. These findings align with the research by Pratama (2021), which also highlights a positive and significant influence of transformational leadership on employee performance at PT. Bangun Mitra Abadi Medan.

The Influence of Transformational Leadership on Organizational Commitment

The findings of this study suggest that transformational leadership positively impacts organizational commitment. As shown in Table 14, the path coefficient is 0.702, indicating a positive relationship. The P-value for this influence is 0.000, and the T-Statistics value is 9.253, which aligns with the standard criteria of P-values < 0.05 and T-Statistics > 1.96. Furthermore, the F-Square value of 0.972 places the impact of transformational leadership on organizational commitment in the high category. Therefore, it can be concluded that transformational leadership has a significant and positive effect on organizational commitment.

Employees will be committed to the organization to work if the leader has a strong transformational leadership influence on them. This means that transformational leadership consisting of trust, guidance, admiration, enthusiasm, communication, inspiration, rationality, problems, creativity, direction, input, and attention has a positive and significant effect on organizational commitment consisting of happiness, needs, emotional attachment, work alternatives, losses, difficulties, loyalty, moral values, and contractual obligations.

This study is based on the findings of research carried out by Utarayana & Dewi Adnyani (2020), which indicated that transformational leadership positively and significantly impacted the organizational commitment of contract workers at the Denpasar City Regional Secretariat. A similar outcome

was observed in the research by Yuliani et al., (2021), which demonstrated a significant positive relationship between transformational leadership and the level of organizational commitment.

The Influence of Organizational Commitment on Employee Performance

The findings of this research show that organizational commitment has a positive impact on employee performance. Based on Table 14, the path coefficient is 0.512, suggesting a positive influence. The P-values, which represent the effect of organizational commitment on employee performance, are 0.001, and the T-Statistics value is 3.483. These results align with the standard criteria, where P-values are less than 0.05 and T-Statistics exceed 1.96. Furthermore, the F-Square value of 0.457 places the influence of organizational commitment on employee performance in the high category. Therefore, it can be concluded that organizational commitment positively and significantly affects employee performance.

Employees who are committed to an organization will work well and motivate themselves to produce better results. This means that organizational commitment consisting of happiness, needs, emotional attachment, work alternatives, losses, difficulties, loyalty, moral values, and contractual obligations has a positive and significant effect on employee performance consisting of work standards, skilled, neatness, work results, targets, speed, on time, optimal, responsibility, relationships, openness, and communication.

This study is supported by the findings of a research conducted by Djohan (2023), which revealed that organizational commitment has a positive impact on employee performance at the DPMPTSP of East Luwu Regency. These findings align with the previous research by Sucita Widiya & Kusumah (2024), which demonstrated that organizational commitment positively and significantly influences employee performance.

The Influence of Transformational Leadership on Employee Performance Through Organizational Commitment as an Intervening Variable

The findings of this research suggest that organizational commitment serves as an intermediary factor, having a significant and positive impact on the relationship between transformational leadership and employee performance. According to Table 15, the path coefficient is 0.360, which reflects a positive influence. The P-values that reflect the effect of transformational leadership on employee performance through organizational commitment are 0.002, accompanied by a T-Statistic value of 3.068. These values meet the criteria, with P-values <0.05 and T-Statistics >1.96, confirming the statistical significance. Furthermore, the F-Square value of 0.129 indicates a moderate level of mediation. Therefore, it can be concluded that organizational commitment, as an intervening variable, significantly and positively influences the relationship between transformational leadership and employee performance.

Thus, organizational commitment has a role in influencing transformational leadership on the performance of non-permanent employees of DPM-PTSP Jambi Province. This means that transformational leadership consisting of trust, guidance, admiration, enthusiasm, communication,

inspiration, rationality, problems, creativity, direction, input, and attention has a positive and significant effect on employee performance consisting of work standards, skilled, neatness, work results, targets, speed, on time, optimal, responsibility, relationships, openness, and communication through organizational commitment as an intervening variable consisting of happiness, needs, emotional attachment, work alternatives, losses, difficulties, loyalty, moral values, and contractual obligations.

This study is backed by the findings of Mubarak & Darmanto (2015), which demonstrated that adopting a transformational leadership style positively affects employee performance, with organizational commitment serving as a mediating factor. The more effectively the transformational leadership style is implemented at the Watukumpul District Office, the greater the employees' commitment to the organization, leading to a notable improvement in their performance. Furthermore, this research is reinforced by the work of Sabrinasyah et al., (2024), which shows that transformational leadership influences performance through organizational commitment as an intermediary variable.

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion, it can be concluded that employee performance at the DPM-PTSP of Jambi Province is classified as very high. Similarly, transformational leadership at this institution is also rated as very good, and organizational commitment is at a very high level. Transformational leadership has a positive and significant impact on the performance of non-permanent employees at the DPM-PTSP of Jambi Province, indicating that better leadership leads to improved employee performance. Additionally, transformational leadership significantly influences the organizational commitment of non-permanent employees, meaning that strong leadership fosters greater employee dedication to their work. Organizational commitment likewise has a positive and significant effect on employee performance, suggesting that employees who are more committed to the organization perform better. On the other hand, low commitment results in poorer performance. Furthermore, organizational commitment serves as an intermediary variable, positively linking transformational leadership to employee performance. This indicates that organizational commitment bridges the gap between transformational leadership and enhanced employee performance, with committed employees being more motivated to meet the organization's goals.

Following the analysis and discussion, the researcher offers several recommendations for enhancement. First, In the employee performance variable, it is suggested to improve employee cooperation skills by conducting teamwork and effective communication training. In addition, facilitate activities that encourage positive interactions, such as group projects or discussion forums, to build more solid relationships between employees. Second, in the transformational leadership variable, it is suggested that leaders need to increase trust in employees by giving appropriate responsibilities, supporting

their initiatives, and avoiding excessive control. In addition, provide constructive feedback and show appreciation for work results to build mutual trust. Third, in the organizational commitment variable, it is suggested to increase employee ownership of the agency by creating a work environment that supports career development, giving awards for their contributions, and it is hoped that there will be policies for non-permanent employees, so that they can become permanent employees.

ADVANCED RESEARCH

For future researchers, the findings from this study may serve as a reference for upcoming investigations, and the research variables can be expanded to include additional variables.

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