

## Leadership Transformation: Job Satisfaction and Organizational Commitment Department of Transportation in Southeast Sulawesi

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### ABSTRACT

This study aims to analytically and descriptively examine the influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. A survey approach was employed, utilizing questionnaire data collection, with a census method due to the relatively small and accessible research population. The data analysis method applied was descriptive analysis. The research findings indicate that transformational leadership in the Transportation Department of Southeast Sulawesi Province is rated sufficiently with an average score of 3.27, indicating that the majority of respondents believe that leaders can influence, motivate, and support employee contributions. Employee job satisfaction is rated as sufficient, with an average score of 3.36, indicating that factors such as challenging work, salary, promotion, and supervision have met employee expectations. Organizational commitment is rated as sufficient with an average score of 3.34, indicating that the majority of respondents have adequate attachment to the organization through affective, continuance, and normative commitment. Additionally, employee performance is rated high, with an average score of 3.59, indicating that respondents perceive good performance in carrying out their duties as Civil Servants in the Transportation Department of Southeast Sulawesi Province.

## INTRODUCTION

The Department of Transportation of Southeast Sulawesi Province is the entity responsible for the management and development of the transportation sector in the region. In this context, transformational leadership plays a crucial role in enhancing job satisfaction and organizational commitment within the department. Firstly, transformational leadership provides clear direction and vision to the employees. Through effective and inspirational communication, transformational leaders can inspire employees to understand the organization's goals and feel engaged in achieving them.

Transformational leadership encourages the development of individual skills and potential. Leaders employing this approach will provide support and opportunities for employees to develop professionally. This not only enhances job satisfaction by making employees feel valued and recognized but also fosters a strong commitment to the organization due to the opportunities for growth.

Transformational leadership builds strong interpersonal relationships between leaders and subordinates (Farrell & Rusbult, 1981). Through empathetic and caring approaches, transformational leaders can understand the needs and expectations of individuals within the organization (Welsch & LaVan, 1981). This creates an inclusive and supportive work environment where employees feel heard and valued, thereby enhancing job satisfaction and commitment to the organization.

Transformational leadership encourages innovation and positive change within the organization. Leaders who promote a culture of innovation stimulate creativity and motivation among employees to seek new solutions to their tasks. Consequently, employees feel involved in the change process and feel they have a stake in the organization's success, thereby increasing their commitment.

The positive impact of high job satisfaction and organizational commitment can directly influence employee performance. Employees who are satisfied with their work and have high commitment tend to be more productive, creative, and dedicated in carrying out their tasks. Thus, the implementation of transformational leadership in the Department of Transportation of Southeast Sulawesi Province can enhance the overall performance of the organization.

In a broader context, improved employee performance in the Department of Transportation of Southeast Sulawesi Province will also have a positive impact on the progress of the transportation sector in the region. Better performance will enable the department to provide better services to the public, enhance operational efficiency, and achieve more ambitious transportation development goals. As a result, the community will benefit from higher-quality and more efficient transportation services, ultimately positively impacting the economic growth and development of Southeast Sulawesi Province.

## **LITERATURE REVIEW**

Leadership in the context of organizational management plays an undisputed strategic role and is an essential social phenomenon in group dynamics. As articulated by Norris & Niebuhr (1984), leadership is defined as the ability to influence the direction and goals of a group. Latham & Leddy (1987) highlight that one of the leadership approaches that has been extensively developed in the past two decades is transformational leadership. Transformational leadership is a comprehensive and integrated leadership model that is key for individuals, groups, and even organizations to create transformations encompassing changes at every stage of activities (Brooke et al., 1988). Essentially, transformational leadership is a process that inspires and empowers individuals, groups, and organizations. Glisson & Durick (1988) assert that lately, transformational leadership has been increasingly reinforced to confront forthcoming changes by transforming the paradigms and values of individuals within the organization, thus supporting the achievement of organizational goals and vision.

Shore & Martin (1989) explain that job satisfaction is the result of certain attitudes toward factors in the work environment. One key factor contributing to job satisfaction is leadership style. According to Sneed & Herman (1990), job satisfaction is generally influenced by the leadership style applied by superiors to their subordinates. Most studies indicate that transformational leadership is the most effective leadership style and correlates highly with higher levels of job satisfaction (Chieffo, 1991). Mathieu et al., (2012) align with this view, considering transformational leadership as the most suitable leadership model in influencing employee job satisfaction.

Empirically, research conducted by Williams & Anderson (1991) concludes that transformational leadership positively contributes to increasing employee job satisfaction. Similar findings are also revealed by Vandenberg & Lance (1992), Gunz & Gunz (1994), and Knoop (1995), who found that transformational leadership has a positive impact on job satisfaction. Several previous studies also indicate that job satisfaction acts as a mediator between the influence of transformational leadership and employee job satisfaction. In other words, through transformational leadership, the level of employee job satisfaction can be enhanced, which in turn impacts employee performance positively.

Job satisfaction has a significant impact on organizational performance and productivity, as described by Reyes & Shin (1995), who emphasize that job satisfaction is closely related to employee performance and work productivity. Levy & Williams (1998) also affirm that high job satisfaction contributes to improved employee performance while reducing absenteeism and turnover rates. However, Schappe's opinion (1998) suggests that high job satisfaction does not always have a positive impact on employee performance, especially if assigned tasks limit the room for performance change. Empirically, several studies (Yousef, 1998; Gaertner, 1999; Lok & Crawford, 1999; Testa, 1999) found that increasing employee job satisfaction contributes to improving their performance.

Transformational leadership can influence subordinates to have optimism, self-confidence, and high commitment to the goals and mission of the organization, as described by Clugston (2000). McDonald & Makin (2000) also assert that effective leadership will enhance employee commitment to remain loyal to the organization, even until retirement. Organizational commitment acts as a mediator in the relationship between transformational leadership and employee performance, where transformational leadership encourages employee commitment to the organization and motivates them to achieve performance beyond expectations (Ensher et al., 2001). Previous research, such as that conducted by Lok & Crawford (2001) and Yousef (2001), indicates that organizational commitment mediates the relationship between transformational leadership and employee performance. Thus, well-received transformational leadership by employees can increase their commitment to the organization, ultimately impacting employee performance.

From a theoretical perspective, employee performance is influenced by the level of organizational commitment they possess. Employees with high levels of job commitment tend to exhibit significant attitude differences compared to those with low commitment. High organizational commitment is associated with increased job performance, as well as reduced absenteeism and low turnover rates. Employees with strong commitment to the organization tend to show higher performance in their work (Lowery et al., 2002).

Empirically, several previous studies, such as those by Ford et al., (2003), Parnell & Crandall (2003), Feather & Rauter (2004), Karsh et al., (2005), and Walumbwa et al. (2005), indicate that employees with a strong commitment to the organization tend to improve their performance at work. Transformational leadership is also one of the factors influencing employee performance levels. According to Chen et al., (2006), optimal employee performance can be achieved when leadership in the organization can effectively manage human resources.

Based on theoretical reviews and previous research results on the relationships among variables examined in this study, most indicate that transformational leadership, job satisfaction, and organizational commitment influence the improvement of employee performance. However, empirically, the results of previous research on the impact of transformational leadership on employee performance show variation and even contradictions. Therefore, researchers are interested in retesting and gaining clarity about the influence of these variables in an integrated manner, both directly and indirectly (through mediating effects). This indicates a research gap from some previous studies.

Based on the initial observations conducted by the researcher, the empirical phenomenon related to transformational leadership style on job satisfaction and organizational commitment impacting employee performance at the Department of Transportation of Southeast Sulawesi Province shows several aspects. One of them is the lack of job satisfaction caused by the insufficient participation of leaders in setting a good example for subordinates. This is reflected in the emergence of work-related conflicts among employees, both among different departments and within a single department. Leaders

appear slow in resolving conflicts among employees and even seem to favor one party in the conflict, leading to dissatisfaction from the other party.

## **METHODOLOGY**

### ***Research Design***

This research adopts the verification and explanation method (explanatory research) to examine the causal relationship between the variables under investigation, namely transformational leadership, job satisfaction, organizational commitment, and employee performance in the Department of Transportation of Southeast Sulawesi Province.

### ***Population and Sample***

The population of this study comprises all Civil Servants (PNS) in the Department of Transportation of Southeast Sulawesi Province, excluding the Head of the Department and Structural Officials, totaling 97 individuals. Due to the relatively small and accessible population size, this research will employ a census method or complete enumeration without sampling.

### ***Research Instrument***

The research instrument utilized is a questionnaire that will be distributed to respondents to collect data. The questionnaire will employ the Likert scale as a measurement tool, considering its ease of use, reliability, flexibility, and applicability in various research situations.

### ***Data Collection Procedure***

The data collection procedure consists of two steps: the use of a questionnaire and direct observation. The questionnaire will be administered to respondents to gather their responses regarding the research variables. Additionally, direct observation will be conducted by the researcher to obtain primary data concerning empirical phenomena related to the investigated variables.

### ***Data Analysis Method***

The collected data will be analyzed descriptively to depict the existing situation in the field. This analysis will involve calculating frequencies, means, and percentages of each variable item, as well as categorizing average values based on predefined intervals.

## **RESEARCH RESULT**

The general overview of respondents in this study aims to describe the diversity among the sampled respondents. The research aims to provide a detailed overview of respondent characteristics and how these characteristics relate to the research problem and objectives. The respondents studied are Civil Servants working in the Department of Transportation of Southeast Sulawesi Province, with a total of 97 individuals.

Based on the data presented in Table 1, it can be concluded that the majority of respondents are female, totaling 53 individuals (54.64%). In contrast, the number of male respondents is 44 (45.36%), which is a smaller proportion. This indicates that in the Department of Transportation of Southeast Sulawesi Province, the majority of employees are female. However, there are no significant constraints arising from gender differences among employees or

respondents in the performance of daily tasks. Further information regarding respondent characteristics can be found in Table 1.

Table 1. Characteristics of Respondents

Characteristics of Respondents		Frequency (Person)	Percentage (%)
Gender	Male	44	45,36
	Female	53	54,64
	<b>Total</b>	<b>97</b>	<b>100</b>
Age (Years)	20 - 30	5	5,15
	31 - 40	15	15,46
	41 - 50	45	46,39
	51 - 60	32	32,99
	<b>Total</b>	<b>97</b>	<b>100</b>
Education	SMA/MA	4	4,12
	Diploma	7	7,22
	Bachelor (S1/D4)	75	77,32
	Postgraduate (S2 - S3)	11	11,34
	<b>Total</b>	<b>97</b>	<b>100</b>
Rank/Group	II/a-II/d	9	9,28
	III/a-III/d	81	83,51
	IV/a- IV/d	7	7,22
	<b>Total</b>	<b>97</b>	<b>100</b>
Years of Service (Year)	0-10	5	5,15
	11-20	26	26,80
	21-30	61	62,89
	31 years and over	5	5,15
	<b>Total</b>	<b>97</b>	<b>100</b>

Source: Subdivision of Personnel and General Affairs, Southeast Sulawesi Transportation Service

Analysis of respondent characteristics based on age reveals a variation in age distribution among respondents. A total of 5 individuals (5.15%) are aged between 20 to 30 years, 15 individuals (15.46%) are aged between 31 to 40 years, 45 individuals (46.39%) fall within the age range of 41 to 50 years, and 32 individuals (32.99%) are aged 50 years and above. The data presented indicate a considerable variation in formal educational qualifications among respondents. There are 4 individuals (4.12%) with a high school education background, 7 individuals (7.22%) with a Diploma 3 education, 75 individuals (77.32%) hold Bachelor's (S-1) degrees, and 11 individuals (11.34%) have qualifications of Master's (S-2) and Doctorate (S-3) degrees. It is important to note that the educational qualifications of respondents can influence their mindset and perspectives when evaluating various issues they face. The research findings indicate that the majority of respondents have Bachelor's (S-1) degrees as their highest educational background.

The rank group of respondents also demonstrates variation. A total of 9 individuals (9.28%) are in rank groups II/a to II/d, 81 individuals (83.51%) are in rank groups III/a to III/d, and 7 individuals (7.22%) are in rank groups IV/a to IV/d. This shows that the majority of respondents are in rank groups III/a to

III/d, with a significant proportion. Based on the analysis of work experience, it is evident that respondents have a variation in work experience. A total of 5 individuals (5.15%) have work experience ranging from 0 to 10 years, 26 individuals (26.80%) have work experience ranging from 11 to 20 years, 61 individuals (62.89%) have work experience ranging from 21 to 30 years, and 5 individuals (5.15%) have work experience of 31 years and above. This indicates that the majority of respondents have diverse work experiences, with most having work experience ranging from 21 to 30 years.

### Transformational Leadership

This research primarily focuses on evaluating the transformative leadership abilities of the leaders of the Department of Transportation of Southeast Sulawesi Province in inspiring their subordinates. Transformational leadership in this study is measured using four indicators, namely charisma, inspirational motivation, intellectual stimulation, and individual consideration.

Based on the descriptive results of respondent responses presented in Table 2, it can be concluded that transformational leadership in the Department of Transportation of Southeast Sulawesi Province is assessed to be in the moderate category, with an average score of 3.27. This indicates that the majority of respondents perceive the leadership to have sufficient ability to influence, motivate, and encourage their subordinates to contribute to the organization.

Regarding the respondents' responses to the indicator of intellectual stimulation, the score is 3.34, which also falls into the moderate category. This suggests that respondents perceive leaders to tend to encourage their subordinates to generate new ideas and concepts and provide them with opportunities to be problem solvers and innovators under their guidance. However, concerning the charisma indicator, the average score is the lowest, at 3.21, and is also in the moderate category. This indicates that respondents perceive the leader to have shortcomings in setting examples that their subordinates can follow.

Table 2. Description of Transformational Leadership Variables

No	Items	Frequency					Percentage (%)					Average	Category
		STS	TS	N	S	SS	STS	TS	N	S	SS		
<b>Charisma</b>													
1	X1	0	24	36	30	7	0	24.7	37.1	30.9	7.2	3,21	Enough
<b>Inspirational Motivation</b>													
2	X2	0	26	28	36	7	0	26.8	28.9	37.1	7.2	3,25	Enough
<b>Intellectual Stimulation</b>													
3	X3	3	17	36	26	15	3.1	17.5	37.1	26.8	15.5	3,34	Enough
<b>Individual Considerations</b>													
4	X4	3	19	32	35	8	3.1	19.6	33	36.1	8.2	3,27	Enough
<b>Mean Transformational Leadership Variable</b>												<b>3,27</b>	<b>Enough</b>
<b>Percentage of Respondents' Answers</b>							<b>1,55</b>	<b>22,15</b>	<b>34,05</b>	<b>32,73</b>	<b>9,53</b>		

Source: Processed Primary Data (2023)

In respondents' responses to the transformational leadership variable as a whole, 34.05% of respondents stated a neutral attitude, and 32.73% stated that transformational leadership in the Southeast Sulawesi Provincial

Transportation Service was good. Furthermore, 22.15% of respondents stated that transformational leadership was not good, 9.53% said it was working very well, and 1.55% said it was very bad.

### Job Satisfaction

The focus of this research is on job satisfaction, which reflects the positive feelings of Southeast Sulawesi Provincial Transportation Service employees regarding the impact or evaluation results of various aspects of work. The results of respondents' responses to the job satisfaction variable for each indicator are described in detail in Table 3.

Table 3. Description of Job Satisfaction Variables

No	Items	Frequency					Percentage (%)					Average	Category
		STS	TS	N	S	SS	STS	TS	N	S	SS		
<b>Challenging Work</b>													
1.	Z11	0	19	39	30	9	0	19.6	40.2	30.9	9.3	3,30	Enough
<b>Wages</b>													
2.	Z12	4	15	33	32	13	4.1	15.5	34	33	13.4	3,36	Enough
<b>Promotion</b>													
3	Z13	3	12	34	38	10	3.1	12.4	35.1	39.1	10.3	3,41	Tall
<b>Supervision/Supervision</b>													
4	Z14	2	9	42	38	6	2.1	9.3	43.3	39.1	6.2	3,38	Enough
<b>Mean Job Satisfaction Variable</b>												3,36	Enough
<b>Percentage of Respondents' Answers</b>							2,33	14,20	38,15	35,53	9,80		

Source: Processed Primary Data (2023)

Based on the description of respondents' answers provided in Table 3, it can be concluded that the job satisfaction of employees in the Department of Transportation of Southeast Sulawesi Province has an average score of 3.36, indicating that overall job satisfaction falls into the moderate category. This evaluation encompasses various aspects such as the level of job challenges, salary, promotion, and supervision.

The descriptive results show that the promotion indicator has the highest average score, at 3.41, categorizing it as high. This suggests that respondents perceive that the Department of Transportation of Southeast Sulawesi Province provides ample opportunities for employees to intellectually develop and expand their skills, which is crucial for advancement within the organization. However, the challenging job indicator has the lowest average score, at 3.30, still falling into the moderate category. This indicates that respondents perceive that the Department of Transportation of Southeast Sulawesi Province has not optimally provided interesting and challenging tasks to its employees.

Based on respondents' responses to the overall job satisfaction variable, it is evident that 38.15% of respondents stated they are moderately satisfied working in the Department of Transportation of Southeast Sulawesi Province, 35.53% expressed satisfaction, 14.20% expressed dissatisfaction, 9.80% expressed high satisfaction, and approximately 2.33% of respondents expressed extreme dissatisfaction.

### Organizational Commitment

The focus of this research is on organizational commitment, which reflects the attitude of employees of the Southeast Sulawesi Provincial Transportation Service regarding the extent to which they know and are attached to the agency where they work. The results of the description of respondents' responses to the organizational commitment variable for each indicator are presented in Table 4.

Table 4. Description of Organizational Commitment Variables

No	Items	Frequency					Percentage (%)					Average	Category
		STS	TS	N	S	SS	STS	TS	N	S	SS		
<b>Affective Commitment</b>													
1	Z21	0	13	49	24	11	0	13.5	50.5	24.7	11.3	3,34	Enough
<b>Continuous Commitment</b>													
2	Z22	3	23	31	27	13	3.1	23.7	32	27.8	13.4	3,25	Enough
<b>Normative Commitment</b>													
3	Z23	3	18	25	36	15	3.1	18.6	25.7	37.1	15.5	3,43	Tall
<b>Mean Organizational Commitment Variable</b>												3,34	Enough
<b>Percentage of Respondents' Answers</b>							2,07	18,60	36,07	29,87	13,40		

Source: Processed Primary Data (2023)

The descriptive analysis of respondent answers in Table 4 reveals that the organizational commitment variable has an average score of 3.34, indicating that overall, the level of organizational commitment falls into the moderate category. The majority of respondents express a sufficient level of attachment to the Department of Transportation of Southeast Sulawesi Province, reflected through affective commitment, continuance commitment, and normative commitment.

From the respondents' perspective, the normative commitment indicator stands out with the highest average score of 3.43, categorized as high. This suggests that psychologically, respondents have a strong attachment to the agency where they work, manifested in loyalty, affection, warmth, a sense of ownership, pride, happiness, and other aspects while working in the Department of Transportation of Southeast Sulawesi Province. However, the continuance commitment indicator shows the lowest average score of 3.25, still falling into the moderate category. This indicates that respondents are not fully convinced that their contributions to the organization will endure if they were to leave the Department of Transportation of Southeast Sulawesi Province.

Based on respondents' perceptions of the organizational commitment variable as a whole, 36.07% of respondents state they have a moderate level of organizational commitment, 29.87% indicate a high level of commitment, and 13.40% express a very high level of commitment. In comparison, 18.60% express a low level of commitment, and 2.07% of respondents indicate a very low level of commitment.

### Employee Performance

In this study, employee performance is measured as the outcome of the Civil Servants' activities in the Department of Transportation of Southeast Sulawesi Province, which can be assessed in the execution of their duties. The analysis of respondent responses presented in Table 5 indicates that the

employee performance variable has an average score of 3.59, placing it in the high category. This portrays respondents' perceptions of the high level of performance of Civil Servants in the Department of Transportation of Southeast Sulawesi Province, as reflected in the execution of their duties.

From the research description results, it is evident that the quantity indicator has the highest average score, at 3.69, also falling into the high category. This indicates that respondents perceive a high level of performance through the volume of work produced that aligns with the organization's established plans or work standards. However, the quality indicator shows the lowest average score, at 3.47, and is also in the high category. This suggests that respondents perceive good performance through the number of tasks completed according to planned targets, albeit not as high as other performance indicators. The descriptive results of respondent responses regarding the employee performance variable for each indicator are presented in Table 5.

Table 5. Description of Employee Performance Variables

No	Items	Frequency					Percentage (%)					Average	Category
		STS	TS	N	S	SS	STS	TS	N	S	SS		
<b>Quality</b>													
1	Y1	0	14	28	50	5	0	14.4	28.9	51.5	5.2	3,47	Tall
<b>Quantity</b>													
2	Y2	0	3	39	40	15	0	3.1	40.2	41.2	15.5	3,69	Tall
<b>Punctuality</b>													
3	Y3	0	6	39	40	12	0	6.2	40.2	41.2	12.4	3,60	Tall
<b>Average Employee Performance Variable</b>												3,59	Tall
<b>Percentage of Respondents' Answers</b>							0,00	7,90	36,43	44,63	11,03		

Source: Processed Primary Data (2023)

Based on respondents' responses to employee performance variables, it appears that 36.43% of respondents have adequate or moderate performance. A total of 44.63% of respondents stated that they had good performance, 11.03% of respondents stated that they had very good or high performance, and 7.90% of respondents stated that they had poor or poor performance.

## DISCUSSION

Transformational leadership is a leadership style that has a significant impact on employee performance in an organization. This leadership style not only focuses on achieving goals but also emphasizes individual development and motivates them to reach their full potential. According to Motalebi & Marşap (2020), transformational leaders can inspire employees with a clear vision and ignite their enthusiasm to achieve it. By providing clear direction, employees feel they have clear goals and are motivated to work hard to achieve them.

Transformational leadership also strengthens communication between leaders and employees. Leaders who adopt this leadership style not only communicate what is expected from employees but also listen to their ideas and inputs. This creates an open work environment and triggers the creation of

innovation and creativity. Employees feel valued and have an important role in achieving organizational success, thus increasing their morale and dedication.

Transformational leadership encourages the personal growth and development of employees. Leaders not only guide them in achieving work targets but also provide support and resources to enhance individual skills and competencies. Through coaching and training, employees feel encouraged to continue growing, which in turn improves their performance quality (Mustafa et al., 2020). Thus, transformational leadership not only impacts organizational performance overall but also the professional growth and development of employees.

Employee job satisfaction is a key factor affecting performance and productivity in the workplace. When employees are satisfied with their jobs, they tend to be more motivated, enthusiastic and committed to achieving organizational goals. One of the main factors influencing job satisfaction is a conducive work environment (Nahar et al., 2020). A supportive, inclusive, and fair work environment will create a high level of engagement among employees. They feel valued and provided with opportunities to grow, ultimately enhancing their job satisfaction.

Moreover, another factor influencing job satisfaction is the balance between individual needs and job demands. When employees have adequate control over their time and responsibilities, they tend to be more satisfied with their jobs (Sanecka, 2020). Flexibility in work schedules, support for achieving work-life balance, and recognition of their contributions are essential factors in improving job satisfaction.

The importance of the leader's role in improving job satisfaction should not be overlooked. Leaders who can build strong relationships with subordinates, provide constructive feedback, and support career development and employee well-being will help create an environment where job satisfaction can thrive. Thus, employee job satisfaction not only creates a positive work environment but also directly contributes to the performance and success of the organization as a whole.

Organizational commitment of employees is the perceived level of loyalty and engagement individuals feel towards the organization they work for. This commitment includes affective, continuance, and normative commitment. First, affective commitment refers to a strong emotional bond between employees and the organization, where employees feel positively connected and want to contribute to the organization's success. This motivates employees to maintain their membership and work with enthusiasm. Secondly, continuance commitment is employees' perception of the costs associated with leaving the organization. When employees feel that the costs of relocation or leaving the organization are very high, they tend to have a stronger commitment to the organization. This may include financial, time, or effort costs needed to adapt to a new environment.

Employee performance is an evaluation of how effective and efficient employees are in completing tasks and achieving goals set by the organization. Factors influencing employee performance include abilities, motivation, work

environment, and support and direction from management. Firstly, the abilities or skills possessed by employees greatly affect their performance. The higher the skills possessed, the better the performance that can be achieved. Motivation also plays a crucial role in determining employee performance. Motivated employees have a strong internal drive to achieve goals and make maximum contributions.

This motivation can come from various factors, including recognition, rewards, career development opportunities, and a sense of involvement and job satisfaction. A conducive work environment also affects employee performance. A supportive, collaborative, and inclusive work environment tends to enhance performance by facilitating cooperation, effective communication, as well as trust and support among employees. By creating a positive work environment, organizations can improve motivation and overall employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the participants' responses regarding employee commitment in the Department of Transportation of Southeast Sulawesi Province, aspects that still require attention are affective commitment and normative commitment. As an alternative, the author recommends that the leaders of the Department of Transportation of Southeast Sulawesi Province provide flexibility to employees to complete tasks according to their working styles, thereby creating a comfortable working atmosphere for employees. Additionally, leaders are also advised to communicate shared goals that are the focus of the organization through detailed vision and mission statements, with the aim of creating a cooperative work environment and fostering loyalty and pride in the Department of Transportation of Southeast Sulawesi Province.

Recommendations for further research include retesting these findings with different subjects, such as private organizations, and comparing the results with the findings from this study. Further research could also consider adding other variables not included in this study but potentially significant in influencing employee performance.

## **ADVANCED RESEARCH**

Retest these findings with a different subject, such as a private organization, and compare the results with the findings from this study.

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