

The Influence of Transformational Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a Mediating Variable

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ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Suartama, I. W. O. P., Putra, I. G. C., Puspitawati, N. M. D., & Suardhika, I. N. (2024). The influence of transformational leadership and organizational culture on employee performance with organizational commitment as a mediating variable. *Asia Pasific Journal of Management and Education*, 7(3), 416-433.

DOI:

<https://doi.org/10.32535/apjme.v7i3.3547>

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Received: 18 September 2024

Accepted: 19 October 2024

Published: 20 November 2024

ABSTRACT

Using organizational commitment as a mediating variable, this study looks at how transformational leadership and organizational culture affect worker performance at the Ministry of Law and Human Rights' Bali Regional Office. Utilizing SEM-PLS 3.0 for data analysis, the study included 169 employees with a sample size of 168. The findings indicated that organizational culture had a positive and significant impact on employee performance, while transformational leadership had no discernible effect. Furthermore, organizational culture and transformational leadership both improved organizational commitment, which in turn improved performance. The impact of organizational culture on employee performance was partially mediated by organizational commitment, while the effect of transformational leadership was fully mediated by it. These results suggest that since a positive organizational culture directly improves performance, enhancing it may be necessary to improve employee performance at the Bali Regional Office. Despite not having a direct impact on performance, transformational leadership is essential for increasing organizational commitment, which eventually improves worker performance. Therefore, initiatives to improve commitment and culture may be important tactics for improving employee results.

Keywords: Employee Performance; Organizational Commitment; Organizational Culture; Regional Office; Transformational Leadership

INTRODUCTION

One of the most important aspects of any organization is its human resources to achieve its goals (Siahaan & Sugianto, 2020). The role of HR is strategic in determining organizational success, and human resources also serve as a key factor in achieving these goals. Therefore, HR within an organization must be well-organized to ensure greater effectiveness and efficiency. Effective management is essential for human resources to achieve organizational goals optimally. High employee performance ensures that tasks are completed effectively, leading to organizational success and providing benefits to the organization. In addition, as a government agency that provides public services, the Bali Regional Office of the Ministry of Law and Human Rights is expected to provide the best service to the community. To achieve this, it is necessary for all employees or human resources to do their best work in order to better understand their needs and solve any problems that arise in their field of work.

However, as suggested by theory, organizational culture, commitment, and leadership style are not the only factors that affect employee performance. Together, these elements influence whether an organization succeeds or fails. Among these, leadership is particularly important for improving worker performance in order to achieve company objectives (Rahmiati et al., 2023). Leadership is the capacity of an individual to influence, inspire, and facilitate employees' ability to make meaningful contributions to the success of the organization; it is not just about position or authority (Kharisma & Satrya, 2022).

Strong leadership fosters a positive workplace culture where staff members feel appreciated and empowered, which strengthens their loyalty to the company (Gunadi et al., 2024). Employee performance is therefore more likely to improve under a leader who cultivates a positive organizational culture. Additionally, adaptive leadership makes it possible for leaders to modify their strategy in response to the demands and difficulties of the company, which increases their effectiveness in overcoming barriers and optimizing the potential of every worker. In this situation, effective leadership not only increases output but also offers precise guidance for fully accomplishing the organization's vision and mission.

The qualities of charisma, intellectual stimulation, individual consideration, inspiration, and idealism are characteristics of transformational leadership. By inspiring and encouraging followers to strive toward achieving the leader's vision, transformational leaders are thought to effectively drive organizational change (Pratama & Kasmiruddin, 2017). Transformational leadership has been found to significantly improve performance in a number of studies (Randy et al., 2019). However, Nurhuda et al. (2018) discovered that performance is unaffected by transformational leadership. As a motivating factor for organizational performance, organizational culture is crucial to an organization's success in achieving its objectives (Setyorini & Santi, 2021). Prior research has indicated that employee performance is significantly impacted by organizational culture (Chassanah, 2023). However, Girsang (2019) discovered that organizational culture had no discernible impact on worker performance.

Organizational commitment is another element that can improve employee performance. The term "organizational commitment" describes a person's allegiance and commitment to fulfilling the organization's vision, mission, and objectives. According to Yusuf and Syarif (2018), the relationship between members of an organization and their organization, which influences their decision to stay members, is represented by the psychological concept of organizational commitment. Research by Nashrullah and Saragih (2020) demonstrates that employee performance is positively impacted by

organizational commitment, whereas Baihaqi and Saifudin's (2021) study found no discernible effect.

Employees at the Ministry of Law and Human Rights Bali Regional Office were interviewed. The results show that leadership is essential in helping staff members reach company objectives. This expectation emphasizes how important leadership is to the success of an organization, as good leadership is viewed as a unifying factor that balances resources, fosters unity, and inspires workers. The leadership's efforts to hold frequent meetings for performance reviews demonstrate its dedication to upholding high standards and encouraging responsibility. By fostering an atmosphere that inspires workers to strive for excellence and accomplish goals, such leadership techniques are thought to improve organizational competitiveness. More research on the influence of transformational leadership and organizational culture on employee performance with organizational commitment as a mediating variable is necessary to shed more light on these dynamics in light of the conflicting results in earlier studies.

Accordingly, this research aims to examine, via the mediating role of organizational commitment, the connection between organizational culture, transformational leadership, and employee performance. This is in an effort to learn more about the factors that really matter for government agency worker performance, particularly in the unique operational context of public service agencies like the Bali Regional Office of the Ministry of Law and Human Rights. What makes this study unique is that it examines a perspective that has not been regularly investigated in past research: how organizational commitment mediates the link between transformational leadership and organizational culture on performance. This method is especially applicable in Indonesian government settings because of the special difficulties that public service has in achieving peak performance from its employees. The research has the potential to make a substantial theoretical and practical contribution by shedding light on the question of whether or not organizational commitment amplifies the impact of transformative leadership and culture on performance outcomes. This research has important practical implications for government organizations that want to boost employee performance via strategic leadership and positive work conditions. Ultimately, this will lead to more efficient and effective public service delivery. Because it focuses on leadership and culture, the research is able to provide actionable advice for building a motivated team that can achieve the company's goals.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership, as described by Wibowo (2017), is a leadership style that emphasizes the ability of leaders to inspire and drive significant changes within teams or organizations. This leadership approach is centered on the creation, communication, and embodiment of a compelling vision that aligns with the goals and aspirations of the organization. By effectively conveying this vision, transformational leaders encourage employees to not only understand the organizational goals but to commit themselves to achieving these targets, often exceeding expectations. Transformational leadership thus involves guiding employees beyond mere compliance, fostering a proactive and engaged workforce that contributes positively to the organization's growth and success.

The role of transformational leadership is critical in building employee commitment, as it provides a sense of purpose and direction that is both motivating and empowering. Leaders who adopt this approach are skilled at connecting employees' personal goals with the broader organizational objectives, creating a shared purpose. This connection promotes a deeper sense of loyalty and commitment among employees, as they feel part

of a larger mission rather than just fulfilling tasks. Transformational leaders act as role models, embodying the values and behaviors they wish to see in their teams. By modeling qualities such as resilience, adaptability, and integrity, they inspire employees to adopt these values and integrate them into their work, fostering a more cohesive and motivated organizational culture.

Additionally, by creating an atmosphere where staff members feel comfortable putting forward fresh concepts and taking measured chances, transformational leadership promotes innovation and ongoing progress. By fostering trust, candid communication, and empowerment, this style of leadership empowers staff members to realize their full potential and take responsibility for their jobs. Transformational leaders are essential in helping their teams stay optimistic and upbeat during trying times, guiding them through times of transition and uncertainty. Therefore, by developing a workforce that is flexible, dedicated, and in line with the organization's vision, transformational leadership not only improves performance but also helps to build long-term organizational resilience.

Organizational Culture

Organizational culture plays a vital role as a guiding framework within an organization, influencing its strategic direction, operational decisions, and response to external challenges and opportunities. It provides a foundation for understanding what behaviors are acceptable, how resources are allocated, and how employees interact and collaborate to achieve common goals. Employee attitudes and behaviors are shaped by organizational culture, which establishes implicit boundaries and aligns them with the organization's vision and mission. Culture becomes the "unwritten code" that directs workers in their daily tasks through established norms and shared values, impacting everything from decision-making to conflict resolution.

According to [Nurrahmi et al. \(2020\)](#), addressing internal and external issues is another function of organizational culture. It offers a dependable basis for decision-making throughout the company by offering a consistent method for solving problems. Employees can handle challenging situations with a unified mindset when organizational culture fosters particular values and common understandings. Longtime employees consistently uphold this culture, which is then transmitted to new hires as the "correct" way to view, consider, and react to different circumstances. As new hires integrate into the company, they embrace and internalize these values and practices, making organizational culture a process of ongoing learning.

According to this viewpoint, organizational culture can be viewed as a dynamic system of values that develops and becomes stronger over time, adjusting to both internal and external changes while preserving fundamental ideas. It is a system that can be learned, developed, and expanded to meet new organizational needs and goals. The adaptability of organizational culture allows it to serve as a stable yet flexible framework, supporting continuous growth and innovation while preserving the organization's identity. Ultimately, a well-defined organizational culture not only shapes how employees understand their roles but also enhances the organization's ability to face future challenges with a unified approach, reinforcing the organization's values and contributing to long-term resilience and success.

Organizational Commitment

Employee devotion and loyalty to an organization, including a strong alignment with its vision, mission, and core goals, are reflected in organizational commitment. It is an attitude that represents more than just job satisfaction; it is an emotional bond and a proactive desire to make a significant contribution to the success of the company. High organizational commitment workers show a strong interest in the organization's

principles, objectives, and long-term goals and frequently go above and beyond the call of duty to further and support these goals. Their sense of pride and purpose in their work is fueled by their perception of the organization's accomplishments as their own, which in turn leads to increased levels of engagement and productivity.

Yusuf and Syarif (2018) describe organizational commitment as the embodiment of employee loyalty, characterized by a strong inclination to remain within the organization, actively work towards its objectives, and disregard any intentions to seek employment elsewhere. Such commitment represents more than an obligation—it is a sense of belonging that fuels employees' motivation to stay and thrive within the organization, even during challenging times. Committed employees tend to be resilient, adapting to changes and persevering through difficulties for the sake of the organization's collective goals. This commitment often translates into behaviors that reflect an alignment with organizational values, such as collaboration, accountability, and a proactive approach to problem-solving.

Organizational commitment is important because it can improve and stabilize workforce dynamics. Because their dedication creates a stronger sense of purpose and job satisfaction, employees who feel a connection to the organization's goals and values are less likely to suffer from burnout or disengagement. Employees who exhibit this kind of loyalty see their contributions as essential to the success of the company as a whole, which improves morale and team cohesion. Furthermore, organizational commitment helps retain talent because committed workers are more likely to stick with the company, which lowers turnover and preserves organizational knowledge and expertise.

To put it simply, organizational commitment is the foundation for creating a motivated, devoted, and encouraging workforce that actively contributes to the accomplishment of the organization's goals. Because dedicated workers are more likely to support the organization's goals and values, it builds a strong foundation for stability and expansion. As a cohesive and devoted workforce grows more capable of handling difficulties, adjusting to change, and pursuing innovation in line with the organization's strategic objectives, this commitment eventually strengthens organizational resilience.

Employee Performance

Employee performance reflects the effectiveness and efficiency with which an individual fulfills their responsibilities and completes assigned tasks, ultimately contributing to organizational goals. Performance is not just about the skills and abilities of the employee; it also encompasses motivation, dedication, and a willingness to achieve optimal results. In an organization that values openness and continuous improvement, high performance is driven not only by technical proficiency but by an intrinsic desire to excel and contribute meaningfully. These companies understand that highly motivated and skilled workers are better able to overcome obstacles, adjust to change, and continue producing high-quality work.

According to Fahmi (2017), performance is the outcome of a structured process, evaluated over a set period and measured against specific conditions or performance benchmarks. This perspective emphasizes that performance is a continuous journey rather than a one-time achievement. By setting clear expectations and benchmarks, organizations can create a framework that enables employees to track their progress, recognize areas for improvement, and build on their strengths. A structured performance assessment not only ensures that employees are accountable but also provides valuable feedback, fostering a culture of growth and development. Over time, this focus on consistent performance standards enhances individual productivity, supports team collaboration, and ultimately strengthens the organization's capacity to achieve its

objectives. This approach to performance management creates a workplace that values effort and improvement, motivating employees to strive for excellence and helping the organization maintain a competitive edge in its industry.

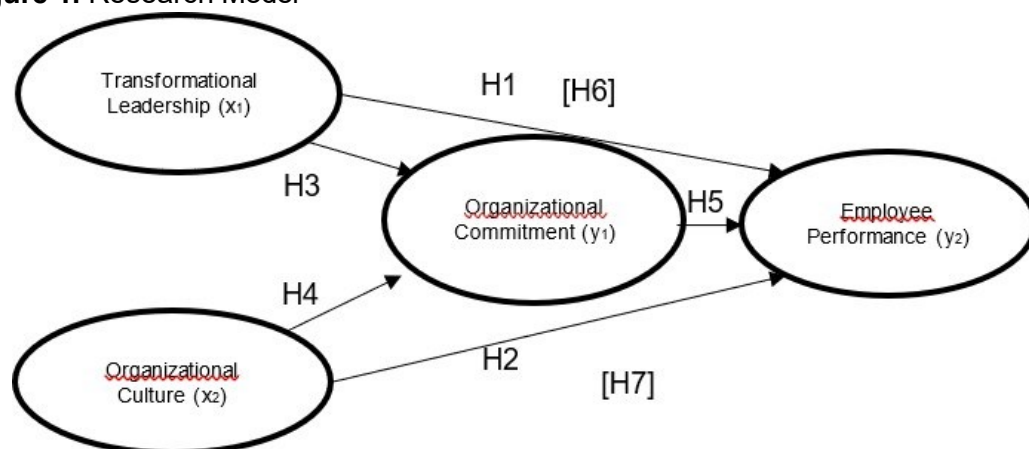
Hypotheses and Research Framework

The formulated hypotheses in this study are as follows:

- H1: Transformational leadership has a positive effect on employee performance
- H2: Organizational culture has a positive influence on employee performance
- H3: Transformational leadership style has a positive effect on organizational commitment
- H4: Organizational culture has a positive effect on organizational commitment
- H5: Organizational commitment has a positive effect on employee performance
- H6: Transformational leadership style has a positive influence on employee performance through organizational commitment
- H7: Organizational culture has a positive influence on employee performance through organizational commitment

Based on the hypothesis proposed, the research model can be presented as follows in Figure 1.

Figure 1. Research Model



RESEARCH METHOD

This study is quantitative in nature. According to Nugroho's (2018) book, "Quantitative Research Methodology of Physical Education", quantitative research is a planned, structured, and methodical kind of study. Testing theories, establishing facts, demonstrating correlations between variables, describing statistics, and interpreting and forecasting outcomes are the goals of the quantitative approach. Quantitative research designs need to be formal, structured, standardized, and as well-thought-out as possible in advance. This study's variables—organizational commitment as a mediating variable, the effect of transformational leadership on employee performance, and organizational culture as a whole—were determined using quantitative research.

The study was done in the Ministry of Law and Human Rights' Bali Regional Office. According to the program for the Master of Management Study Program at the Faculty of Economics and Business of Mahasaraswati University, all participants worked at the Regional Office of the Ministry of Law and Human Rights Bali from January 2022 to December 2022 while preparing for their thesis. The population for this study included all 169 employees at the Regional Office of the Ministry of Law and Human Rights. A total of 168 employees from the Bali Regional Office of the Ministry of Law and Human

Rights were sampled, excluding the Heads of Regional Offices, as they represent the highest leadership level and serve as the research focus at the Bali Regional Office. The Partial Least Square (PLS) statistical method was applied to analyze the influence of the independent variables on the dependent variable in this study.

RESULTS

At the Regional Office of the Ministry of Law and Human Rights Bali, this study needs to look at the respondent's profile to understand how organizational commitment mediates the connection between transformational leadership, organizational culture, and employee performance.

Table 1. Analysis of The Respondent's Profile

Category	Attribute	Percentage (%)
Gender	Male	63.7
	Female	36.3
Age	21-30	22.6
	31-40	38.7
	>40	38.7
Education	High School	6.5
	Bachelor's Degree	54.8
	Master's Degree	38.7

Based on data in [Table 1](#), gender breakdown shows that there are more men than women working for the company (63.7%). According to the statistics from the respondents' age distribution, the Regional Office of the Ministry of Law and Human Rights Bali is mostly staffed by males. The most common age groups among respondents are those above the age of 40 and those between the ages of 31 and 40, making up 38.7% of the total. The next group to respond (22.6%) were those in the 21–30 age bracket. Data from the respondents' age distribution shows that the majority of staff at the Regional Office of the Ministry of Law and Human Rights Bali are older.

Among the respondents, 54.8% had bachelor's degrees, 38.7% had master's degrees, and 6.5% had just a high school certificate, according to the data compiled by the Ministry of Law and Human Rights Bali's Regional Office. This data indicates that the Regional Office workers of the Ministry of Law and Human Rights in Bali already have a high degree of education.

Direct and Indirect Testing

For hypothesis testing and mediation analysis, this study employed SEM-PLS analysis with the Smart-PLS v.3.0 software. Direct effect testing, mediating effect analysis, inner model evaluation, and outer model evaluation are the stages of analysis used in this study.

Outer Model Evaluation

The discriminant validity must then be evaluated by contrasting the correlation between latent variables and the value of the square root of AVE from each variable ([Ghozali, 2018](#)).

Table 2. Descriptive Statistics Example (N =168)

Variable	AVE	√AVE	Transformation Leadership (X1)	Organizational Culture (X2)	Organizational Commitment (Y1)	Employee Performance (Y2)
TL	0.759	0.871	0.871			

OC	0.779	0.883	0.391	0.883		
OC	0.606	0.778	0.326	0.464	0.778	
EP	0.916	0.957	0.219	0.423	0.477	0.957

The square root value of AVE appears greater than the correlation coefficient of the latent variable (Table 2), so all variable constructs have good discriminants.

Table 3. Convergent Validity Analysis

Variable	Item	Outer Loading	AVE
Transformational Leadership (TL)	TL.1	0.863	0.759
	TL.2	0.912	
	TL.3	0.884	
	TL.4	0.847	
	TL.5	0.905	
	TL.6	0.905	
	TL.7	0.771	
Organizational Culture (OC)	OC.1	0.912	0.779
	OC.2	0.912	
	OC.3	0.912	
	OC.4	0.921	
	OC.5	0.885	
	OC.6	0.911	
	OC.7	0.708	
Organizational Commitment (OC)	OC.1	0.786	0.606
	OC.2	0.804	
	OC.3	0.710	
	OC.4	0.767	
	OC.5	0.813	
	OC.6	0.784	
Employee Performance (EP)	EP.1	0.916	0.916
	EP.1	0.975	
	EP.2	0.961	
	EP.3	0.969	
	EP.4	0.984	
	EP.5	0.936	
	EP.6	0.941	
	EP.7	0.972	
	EP.8	0.942	

All variable constructs have outer loading values greater than 0.7 and AVE values greater than 0.50, per the results of the convergent validity analysis (Table 3). These findings show that every indicator for every variable under investigation is a legitimate measurement (Ghozali, 2018).

Table 4. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
TL	0.946	0.956
OC	0.951	0.961
OC	0.869	0.902
EP	0.990	0.991

Composite reliability analysis and Cronbach's alpha were used to assess the variable construct's dependability (Ghozali, 2018). According to Table 4, the reliability for all the

variables under study was already over 0.70. These findings show high reliability for all the factors examined (Ghozali, 2018).

Inner Model Evaluation

The predictive relevance model (Q2) examines the structural model's ability to create the observed values, and it is used to evaluate the model. Each dependent variable's coefficient of determination forms the basis of Q2. The closer the value is to 1, the more accurate the model becomes.

Table 5. Predictive Relevance Model Analysis

Structural Models	Endogenous Variable	R-Square
1	Organizational Commitment (Y ₁)	0.240
2	Employee Performance(Y ₂)	0.279
$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0.240)(1 - 0.279)]$ $Q^2 = 0.452$		

A value of 0.452, which is near 1, is obtained from the Q2 calculation (Table 5). These results thus demonstrate that the data is well-fitted by the structural model. The results of the analysis show that 45.2% of the data can be explained by the model, with errors or other factors that the model did not appropriately account for explaining the remaining 54.8%.

Table 6. Testing the Direct Effect Hypothesis

	Relations Between Variables	Path Coefficient	P-values	T Statistic	Information
1	TL → EP	0.002	0.975	0.027	H1 rejected
2	OC → EP	0.257	0.007	2.709	H2 accepted
3	TL → OC	0.170	0.027	2.218	H3 accepted
4	OC → OC	0.397	0.000	4.658	H4 accepted
5	OC → EP	0.357	0.000	4.268	H5 accepted

Five direct-effect hypotheses are examined in this study (Table 6). If the statistical value is higher than 1.96, the hypothesis is considered accepted. According to the H1 test results, the T-statistic is 0.027, which is less than 1.96. This suggests that employee performance is unaffected by transformational leadership. With a T-statistic value of 2.709 (above 1.96), the H2 test demonstrates that organizational culture can predict the rise in employee performance within the company. H3's T-statistic value of 2.218 (above 1.96) indicates that transformational leadership affects organizational commitment. With a statistical value of 4.658 (above 1.96), H4 shows that organizational culture influences organizational commitment, and with a statistical value of 4.268 (above 1.96), it influences employee performance.

Table 7. Results of Examination of Mediation Variables

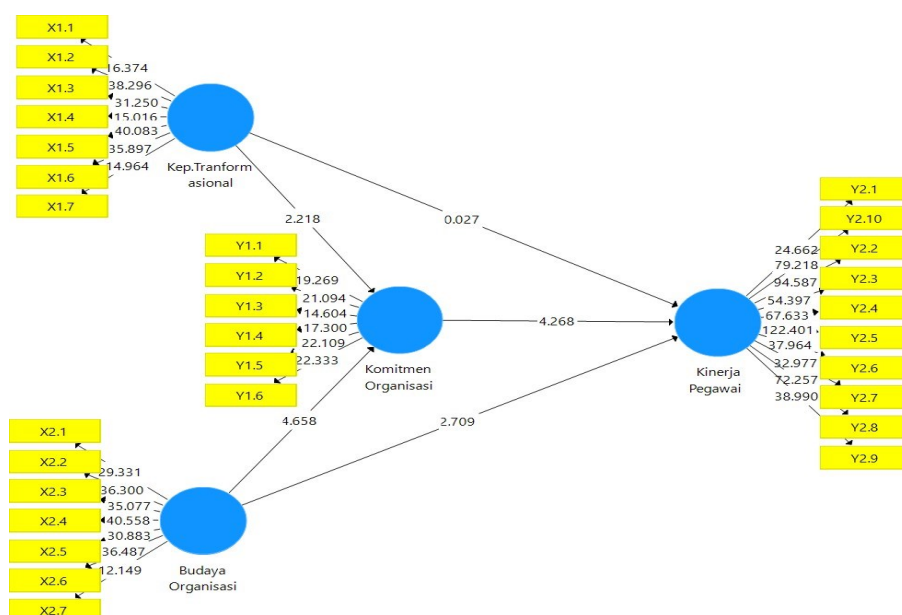
Organizational Commitment Variable Mediation (Y1)		Effect Coefficient				Information
		A	B	C	D	
1	TL(X1) → OC(Y1) → EP(Y2)	0.170 (sig)	0.002 (no sig)	0.061 (sig)	0.357 (sig)	Full Mediation
2	OC(X1) → OC(Y1) → EP(Y2)	0.397 (sig)	0.257 (sig)	0.142 (sig)	0.357 (sig)	Partial Mediation

Following the standards laid forth by Hair et al. (2011), the mediation investigation was carried out to ascertain whether the intervention of the mediating variable was totally

mediated, somewhat mediated, or not functioning as a mediating variable at all. Table 7 shows the outcomes of the study of the mediation test. Statistical analysis shows that transformational leadership (T-statistic > 1.96), organizational culture (T-statistic > 1.96), and organizational commitment (T-statistic > 2.951) both significantly affect employee performance.

The analysis's findings, which are based on other data in Table 7, reveal that while a strong organizational culture will boost organizational commitment, which in turn leads to higher achievement in work results, an increase in transformational leadership will boost organizational commitment, which in turn improves employee performance.

Figure 2. Full Model Smart-PLS Result (Bootstrapping)



According to the research model displayed in Figure 2, it looks to be a Structural Equation Modeling (SEM) model that tests the impact of latent variables (shown by blue circles) on other variables using PLS.

The study examines the effects of several latent variables—Transformational Leadership, Organizational Culture, Organizational Commitment, and Employee Performance—measured through specific indicators. Transformational Leadership is assessed by seven indicators (X1.1 to X1.7), each reflecting the strength of this variable through outer loadings (e.g., 0.628, 0.826), as shown on the left side of the model. Similarly, Organizational Culture is measured by seven indicators (X2.1 to X2.7) on the bottom left, with outer loadings (e.g., 0.603, 0.831) denoting the intensity of its relationship to the latent variable. Organizational Commitment, assessed by five indicators (Y1.1 to Y1.5), has strong outer loadings (e.g., 0.929, 0.776), reflecting its influence. Employee Performance is evaluated through nine indicators (Y2.1 to Y2.9) on the right, with outer loadings such as 0.821 and 0.763, showing the impact of each indicator on this variable.

Analyzing the relationships between these latent variables reveals several insights. Transformational leadership has a positive but weak influence on organizational commitment, as indicated by a small path coefficient of 0.027, suggesting a limited effect on employee dedication. In contrast, the path coefficient of 2.218 indicates that Transformational leadership positively impacts employee performance, implying that

performance improves as transformational leadership strengthens. Organizational culture shows a strong positive effect on organizational commitment, with a path coefficient of 4.658, indicating that a robust culture enhances employee dedication. This culture also positively influences employee performance, as shown by the path coefficient of 2.709, suggesting that a positive culture directly enhances employee performance. Furthermore, organizational commitment significantly improves employee performance, with a path coefficient of 4.268, showing that dedicated employees perform better.

In summary, while transformational leadership influences both employee performance and organizational commitment, its effect on commitment is less pronounced than its effect on performance. Both organizational culture and organizational commitment have significant impacts on employee performance, indicating that enhancing performance and commitment requires a solid organizational culture. Moreover, organizational commitment directly affects performance and serves as a mediator in the relationships between employee performance and the other variables.

According to the model, companies should prioritize enhancing organizational culture and commitment in order to boost employee performance. They should also acknowledge the role that transformational leadership plays in promoting improved performance.

DISCUSSION

Transformational Leadership Does Not Affect Employee Performance

The Ministry of Law and Human Rights Bali's Regional Office's staff performance was not significantly impacted by transformational leadership, according to the findings of hypothesis testing. H1 is therefore disproved. This finding indicates that the performance of staff members at the Regional Office of the Ministry of Law and Human Rights in Bali is unaffected by the enhancement of transformational leadership in that office. The hypothesis test's results corroborate a number of prior empirical theories and conclusions that clarify that work motivation is unaffected by leadership.

There is no direct effect of transformational leadership on employee performance because leaders only encourage employees to be more innovative, but what employees need to improve their performance is work motivation from leaders, attention to employee professionalism, attention to employee career development, providing creative inspiration for employees, and emotional closeness with their subordinates. As a result, transformational leadership can have a significant effect on employee performance.

This result is consistent with that of [Nurhuda et al. \(2018\)](#), who demonstrated that performance is unaffected by transformational leadership. Additionally, transformational leadership has no discernible impact on worker performance, according to [Asbari et al. \(2020\)](#).

Organizational Culture Influences Employee Performance

The results of the hypothesis testing showed that company culture had a favorable and substantial effect on worker productivity. As a result, H2 has been greenlit. This research suggests that a high-quality business culture has a direct correlation to increased employee performance. The results of this hypothesis test support many previous empirical ideas and findings that shed light on the positive and substantial impact of corporate culture on worker performance.

According to [Sule and Saefullah \(2019\)](#), the values and customs that an organization adopts and upholds in relation to the setting in which it operates are known as its organizational culture. In addition to triggering commitment and enhancing the preparedness of the organization's social system, organizational culture serves as a standard or boundary for members' identities. Performance will be enhanced when personal values and organizational values align. Employee perceptions and how they shape patterns of expectations, values, and beliefs make up an organization's culture.

This finding is in line with previous research showing that organizational culture has a significant effect on employee performance ([Chassanah 2023](#)). Similarly, according to [Jufrizen and Rahmadhani \(2020\)](#), the North Sumatra Region's organizational culture greatly impacts staff performance at PT PLN (Persero) Main Unit.

Transformational Leadership Influences Organizational Commitment

Results from hypothesis testing show that transformational leadership significantly and positively affected organizational commitment at the Bali Regional Office of the Ministry of Law and Human Rights, lending credence to H3. In other words, the stronger the transformational leadership, the greater the level of dedication to the company. Organizational commitment is positively and significantly impacted by transformational leadership, according to this hypothesis test's findings, which corroborate several prior empirical ideas and findings.

According to [Latif \(2018\)](#), transformational leadership is a style of management that builds trust among followers by inspiring them to work toward the organization's goals in accordance with its stated purpose and vision. As to [Wibowo \(2017\)](#), transformational leadership is a way of looking at leadership that describes how leaders may make a difference in teams or organizations by setting an example of excellence, sharing and modeling a vision for the future, and motivating others to strive for that goal. [Fitri \(2018\)](#) also found that a transformational leadership style significantly increases organizational commitment, therefore our results are consistent with that. The findings are consistent with those of [Tjahjono et al. \(2018\)](#), who similarly discovered a strong correlation between transformative leadership and employee dedication to their company.

Organizational Culture Influences Organizational Commitment

The results of the hypothesis test corroborate H4, which states that there is a positive and statistically significant relationship between organizational culture and organizational commitment. This finding suggests that employee dedication rises in direct correlation to the quality of the company's culture. This hypothesis test's findings corroborate a number of prior empirical ideas and findings that provide light on the positive and statistically significant relationship between company culture and employee commitment.

The principles and practices that a company embraces and upholds in relation to its operational setting constitute its organizational culture ([Sule & Saefullah, 2019](#)). In addition to increasing the social system's preparedness and serving as a benchmark or separating line for the identification of members in an organization, organizational culture may induce commitment. Performance will be enhanced when individual values align with those of the company. Employees' perspectives shape the norms, assumptions, and practices that make up an organization's culture.

This result is consistent with earlier work by [Wiguna and Surya \(2017\)](#) which found that an organization's level of commitment to its mission and values grows in direct proportion to the strength of its culture.

Organizational Commitment Influences Employee Performance

Employee performance at the Regional Office of the Ministry of Law and Human Rights Bali was positively and significantly impacted by organizational commitment, according to the hypothesis test. So, hypothesis 5 is true. Employee performance is directly proportional to the level of organizational commitment, according to this finding. Organizational commitment significantly and positively affects employee performance, according to this hypothesis test's findings, which corroborate several prior empirical ideas and findings.

When an individual shows devotion to their employer and works to realize the company's vision, purpose, and objectives, they are demonstrating organizational commitment. A psychological concept that characterizes the connection between organizational members and their organizations, organizational commitment influences individual choices to remain a member of the organization (Yusuf & Syarif, 2018). Officers who are very committed to the company will have a strong desire to stay, provide high-quality work, and contribute fully, according to Suhardi et al. (2021). Employees who put a lot of effort into the organization are more likely to stay a member and are more likely to follow the rules and regulations set forth by the company.

This confirms what Nugroho et al. (2018) found that workers who are very committed to their company are more likely to do a good job. Nashrullah and Saragih's (2020) findings that organizational commitment boosts performance are in line with this.

Transformational Leadership Influences Employee Performance Mediated by Organizational Commitment

Based on the results of the hypothesis test, organizational commitment can mediate the impact of transformative leadership on productivity in the Bali Regional Office of the Ministry of Law and Human Rights, lending credence to Hypothesis 6. Organizational commitment mediates the indirect influence of transformative leadership on employee performance, which is another important aspect to express. This research shows that the relationship between transformative leadership and employee performance is moderated by organizational commitment. According to the results of this hypothesis test, organizational commitment mediates the influence of transformational leadership on employee performance, which is consistent with other prior empirical ideas and findings. Employee performance is not immediately impacted by transformational leadership, but organizational commitment may act as a mediator between the two. The reason is, that when workers at the Regional Office of the Ministry of Law and Human Rights Bali feel committed to the organization, they are more likely to be loyal to it, which in turn boosts their performance.

This finding is in line with Pratama et al. (2020) studies that examined the relationship between transformational leadership style and employee performance found that the style significantly impacts performance via the mediating variable of organizational commitment and the moderating variable of leader communication skills.

Organizational Culture Influences Employee Performance Mediated by Organizational Commitment

The hypothesis test found that at the Regional Office of the Ministry of Law and Human Rights in Bali, organizational commitment may buffer the influence of organizational culture on employee performance. Therefore, H7 is accepted. The partial mediation of the indirect influence of organizational culture on employee performance by the organizational commitment variable is another important point to express. According to these results, the relationship between organizational culture and employee performance is moderated by the organizational commitment variable. The outcomes of

this hypothesis test corroborate many prior empirical ideas and conclusions that describe how organizational commitment mediates the effect of company culture on workers' productivity.

Employee productivity is positively and significantly impacted by company culture. On the other hand, when organizational commitment is seen as a mediating component, it motivates workers to go above and beyond. This is because when employees at the Bali Regional Office of the Ministry of Law and Human Rights feel a strong commitment to the organization, they are more inclined to be loyal, which subsequently enhances their performance. This finding aligns with [Anggara et al. \(2022\)](#) which demonstrates how organizational commitment acts as a mediator between a powerful company culture and employee performance. Similarly, this is in line with the research by [Nurseta et al. \(2020\)](#) which shows that organizational culture has a favorable effect on employee performance via the medium of organizational commitment. The research shows that when organizational culture plays a mediating role in fostering commitment inside a firm, employee performance improves significantly.

CONCLUSION

At Bali's Regional Office of the Ministry of Law and Human Rights, the study's results shed light on the interplay between transformational leadership, company culture, employee dedication, and output. There is no statistically significant relationship between transformative leadership and employee performance, which runs counter to the null hypothesis (H1). This finding lends credence to the hypothesis (H6) that organizational commitment amplifies the effect of leadership on performance by mediating the relationship between transformative leadership and employee performance. This shows that workers' dedication to the company is crucial for transformational leadership to be successful, even if it may not immediately boost performance on its own.

The study's findings that company culture significantly impacts workers' productivity are in agreement with the second hypothesis (H2). Furthermore, the hypothesis (H7) is confirmed as organizational culture has a beneficial effect on performance via the mediation of organizational commitment. As a result, we can see that organizational culture affects performance in two ways: directly, via commitment, and indirectly, through other means.

The results provide further evidence that the hypothesis (H3) is correct: transformative leadership does, in fact, increase organizational commitment. It follows that leaders who are able to inspire and motivate their teams will see an increase in performance as a result of greater organizational commitment. One more piece of evidence that supports the hypothesis (H4) is the favorable effect of organizational culture on organizational commitment. An important component in enhancing performance is cultivating employee dedication, which may be achieved via a robust and encouraging culture.

Finally, the research supports hypothesis H5 by showing that organizational commitment has a favorable effect on employee performance. The labor of employees who care deeply about their jobs is evident. Leadership, culture, and employee performance are all interrelated, but our findings show that organizational commitment is the key mediator. Since leadership and culture may not be sufficient to drive performance improvements on their own, it is critical to foster a committed workforce for optimal results.

The results of this research provide some suggestions for how the Bali Regional Office of the Ministry of Law and Human Rights may increase efficiency. Improving the relevance of organizational commitment and culture must be a top priority for the Bali

Regional Office of the Ministry of Law and Human Rights. Better organizational culture and higher organizational commitment may lead to better work results from staff at the Regional Office of the Ministry of Law and Human Rights in Bali. Inspiring creativity, developing emotional connections with staff, concentrating on staff professionalism, supporting staff career growth, and motivating staff are all aspects of transformational leadership that the Bali Regional Office of the Ministry of Law and Human Rights should strive to improve. Through the use of transformational leadership, employee performance may be improved.

More collaboration, more ideas, more accuracy, and investment in staff development possibilities might further strengthen the existing good organizational culture at the Bali Ministry of Law and Human Rights Regional Office. In a roundabout way, this will boost employee productivity. Furthermore, it is anticipated that all employees will demonstrate a commitment to the company. A leader's job is to make their team members happy and comfortable so that they can do their best work. By prioritizing quality, being prompt, getting along with colleagues, and ensuring everything is well-coordinated, employees at the Regional Office of the Bali Ministry of Law and Human Rights may indirectly improve their performance.

If future studies use more accurate or other measurements than this one, they may be able to confirm that transformational leadership does have an effect on employee performance. Researchers from both the public and private sectors may use this study paradigm.

ACKNOWLEDGMENT

This study would not have been possible without the assistance of the Economics and Business Faculty of Universitas Mahasaraswati Denpasar, which the authors are very grateful to.

DECLARATION OF CONFLICTING INTERESTS

Regarding the study, writing, and publishing of this piece, the writers affirm that there are no possible conflicts of interest.

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