



Evaluation of Employee Performance on Transformational Leadership and Organizational Commitment with Job Satisfaction as a Mediator

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Abstract

This study aims to determine the influence of Transformational Leadership and Organizational Commitment on Employee Performance with Job Satisfaction as a mediator at the Bukittinggi City Education Office. The data analysis method used a questionnaire with a sample of 67 respondents. The method used is Structural Equation Modeling (SEM) with Partial Least Square (PLS) 4.0. By circulating the questionnaire, as many as 67 respondents. The results of the data analysis concluded that (a) transformational leadership had a positive and significant effect on job satisfaction with a significant level ($0.000 > 0.05$) (b) organizational commitment had a positive and significant effect on job satisfaction with a significant level ($0.011 < 0.05$) (c) transformational leadership has a positive and insignificant effect on employee performance with a significant level ($0.128 > 0.05$) (d) organizational commitment has a positive and insignificant effect on employee performance with a significant level ($0.188 > 0.05$) (e) job satisfaction has a positive and significant effect on employee performance with a significant level ($0.000 < 0.05$) (f) transformational leadership has a positive and significant effect on employee performance through job satisfaction with a significant level ($0.000 < 0.05$) (g) organizational commitment has a positive effect and significant to employee performance through job satisfaction with a significant level ($0.012 < 0.05$).

Keywords: Transformational Leadership, Organizational Commitment, Employee Performance and Job Satisfaction

1. Introduction

Human resources have a very important role in an organization, considering the role of human resources as a driver for other resources to function and be run. The role of human resources is so important that it becomes a determinant for the progress and decline of an organization, through various potentials such as ideas and thoughts, skills, feelings, desires, educational status and background, age, gender and so on which if brought into Organizations can utilize and optimize their potential to achieve organizational goals.

Management is the management of various resources owned to achieve predetermined goals, various existing resources must be well defined, organized, mobilized and supervised so that their use is appropriate according to the plan set, human resource management as the main resource or asset, through the implementation of management functions and operational functions so that the organizational goals that have been set can be achieved well.

To achieve the desired goals, a company needs good management, especially human resources, because human resources are the main capital in planning, organizing, directing and moving the factors that exist in a company. Therefore, strong desire and skills are needed to create cadres that produce optimal performance for the company. Generally, employee performance in a company does not always increase, sometimes employee performance decreases.

An organization can run if there is employee involvement who is able to turn planning into implementation. Therefore, a leadership role is needed to influence employees to be willing to get involved. The relationship between superiors and subordinates in the context of transformational leadership is more than just an exchange of "commodities" (exchange of economic rewards), but has touched on a value system. Transformational leaders can unite all their subordinates and change each subordinate's beliefs, attitudes, and personal goals to achieve goals beyond the set goals. (Pitoyo & Sawitri, 2019). Data on Work

Achievement Realization of the Bukittinggi City Education Office is presented in the table below.

Table 1.
Data on Work Achievement Realization of the Bukittinggi City Education Office

No	Sasaran Strategis	Indikator Kinerja	Per TW	Target Kinerja	Realisasi	Capaian %
1	Meningkatnya akses dan pemerataan pendidikan	1. APM SMA/SMK/MA/SMA LB/Paket C	TW IV	74,6	77,19	103,47
		2. APK SMA/SMK/MA/SMA LB/Paket C	TW IV	98,03	103,47	105,54
		3. Angka Putus SMA	TW IV	0,58	0,14	175,86
		4. Angka Putus SMK	TW IV	0,68	0,30	155,88
2	Meningkatnya Integritas Peserta Didik	Indek Integritas Peserta Didik	TW IV	85	N/A	-
3	Meningkatnya Pemerataan dan Kualitas Pendidikan	1. Angka Kelulusan SMA/MA/LB/Paket C	TW IV	98,5	99,11	100,62
		2. Angka Kelulusan SMK	TW IV	99,12	97,27	98,13
		3. Angka tidak lanjut ke SMA	TW IV	1,92	0,39	179,69

From the table above, it can be seen that access and equality of education in SMA APM achieved a performance target of 74.6 with a realization of 77.19 and an achievement of 103.47%. Then the SMA APM achieved a performance target of 98.03 with a realization of 103.47 and a achievement was 105.53%. Looking at the high school dropout rate, there was a performance target of 0.58 with a realization of 0.14 and an achievement result of 175.86%. Judging from the vocational school dropout rate, it reached the target of 0.68 with a realization of 0.30 with an achievement of 155.88%. This has seen a decrease in the dropout rate.

Thus, the equality and quality of education in the high school graduation rate reached the performance target of 98.5 with a realization of 99.11 and an achievement of 100.62%. Meanwhile, in the vocational school graduation rate, a performance target of 99.12 was achieved with a realization of 97.27 in the results. achievement was 98.13%. Then, the figure for not continuing to high school reached the performance target of 1.92, with a realization of 0.39 and an achievement of 179.69%.

A decrease in employee performance can cause this instability in employee performance assessments. Several other causal factors that influence employee performance include lack of work experience among employees which makes employee performance less than optimal, other factors are lack of discipline among employees, many employees violate established regulations or are not punctual to work, and work performance is still low.

Transformational leadership can inspire followers to achieve extraordinary results by providing meaning and understanding and developing their abilities and leadership. It also helps to grow and develop followers to become leaders by empowering them and aligning

individual, group, and company goals. The application of a leadership style can have an influence on subordinates, especially on employee job satisfaction. Considering the importance of the leadership style applied by a leader, it is hoped that a leader can provide something positive in increasing employee job satisfaction (Tamengkel, 2021).

Organizational commitment is a measure of a worker's desire to remain in the company in the future. How committed employees are to the organization where they work really determines the organization's achievement of its goals. Organizational commitment influences whether workers remain as members of the organization or leave the organization to look for new jobs (Setiawan, 2019).

Performance is the result of a person's work, and it describes the quality and quantity of work that has been done. Performance between one person and another may differ, due to different driving factors. Employee performance is very important because an employee's performance in an agency will determine whether or not the agency's performance is effective. If employee performance is not good, then the agency's performance will not be good. Likewise, if the employee's performance is good, the agency's performance will also be good. Good employee performance will influence the level of productivity and goals expected by the organization. Furthermore, these employee performance factors can influence quantity, quality and timeliness in achieving goals (Sunarsi & Yuliani, 2019).

Job satisfaction is a person's attitude towards their job, which shows the difference between the amount of reward workers receive and the amount they believe they should get. Gibson, Ivancevich, and Donnelly described job satisfaction as the attitude of workers towards their work. Meanwhile, Vecchio states job

satisfaction as a person's thoughts, feelings and actions, which show a person's attitude towards their work (H. A. Hasibuan, 2019).

2. Methods

This research approach is based on a quantitative approach because this research has a clear and orderly flow. According to (Fabiana, 2019) quantitative research is research data in the form of numbers and analysis using statistics. This type of research is a type of quantitative descriptive research. "Descriptive research is research conducted to determine the value of each variable, whether one or more variables are independent without making relationships or comparisons with other variables. The primary data used in this research was obtained from questionnaires and interviews with samples distributed to predetermined respondents. The primary data is raw data for respondent response data regarding the influence of transformational leadership and organizational commitment on employee performance with job satisfaction as an intervening variable at the Bukittinggi City Education Office.

The research population is a group of objects determined through certain criteria which will be categorized into objects. These objects can include people, documents or records that are viewed as research objects. In this study, the population was all Bukittinggi City Education Office employees, totaling 67 people. According to (Hermawan, 2019) a sample is part of an object representing the population. In research, the basis for considering sampling is to consider the issues of efficiency (time and cost) and accuracy, where research using sampling can increase accuracy because research on a population cannot necessarily be carried out accurately. The sample in this study was all 67 employees of the Bukittinggi City Education Office. The sampling technique used in this research is total sampling.

3. Result and Discussion

Table 2. AVE Test Results Report

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Transformational Leadership (X ₁)	0,932	0,937	0,946	0,713
Organizational Commitment (X ₂)	0,881	0,884	0,908	0,587
Job Satisfaction (Z)	0,861	0,864	0,897	0,592
Employee Performance (Y)	0,908	0,909	0,926	0,610

Source: Data Processed by authors, 2024

Based on the table above, it can be seen that all the constructs or variables above meet the criteria for good validity. This is indicated by an Average Variance

Result

The outer model assessment aims to assess the correlation between the item or indicator score and the construct score which shows the level of validity of a statement item. Outer model testing was carried out based on the results of questionnaire trials that had been carried out for all research variables. There are three criteria for using data analysis techniques to assess the outer model: convergent validity, discriminant validity and composite reliability. A correlation of 0.50 to 0.6 is considered adequate or acceptable in the development stage. In research, the limit value for convergent validity is above 0.6.

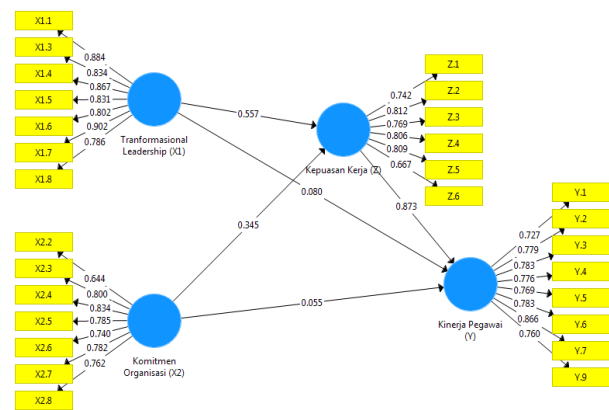


Figure 1. Outer Loading after elimination

In research, the limit value for convergent validity is above 0.6. Several indicators are eliminated from the variables transformational leadership and organizational commitment to employee performance through job satisfaction. The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value of each construct or variable. A construct is said to have high validity if its value is above 0.50. The AVE test results are presented in the table below:

Extracted (AVE) value above 0.50 as the recommended criteria.

After knowing the level of validity of the data, the next step is to find out the level of reliability of the data or

the level of reliability of each construct or variable. This assessment is by looking at the composite reliability value and Cronbach alpha value. A construct's value is reliable if it provides a Cronbach alpha value > 0.70.

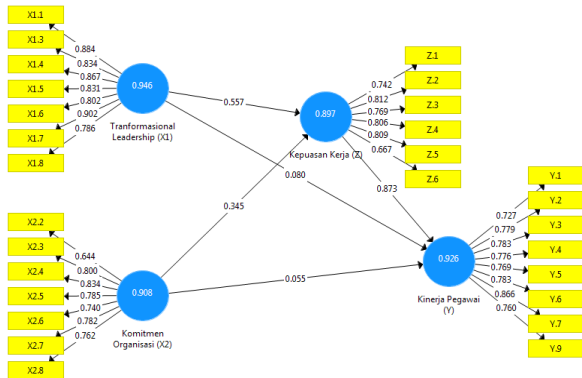


Figure 2. Composite Reliability Value

Based on the SmartPLS output in the image above, a composite reliability value for each construct or variable has been found of 0.70. Thus it can be concluded that the level of data reliability is good or reliable.

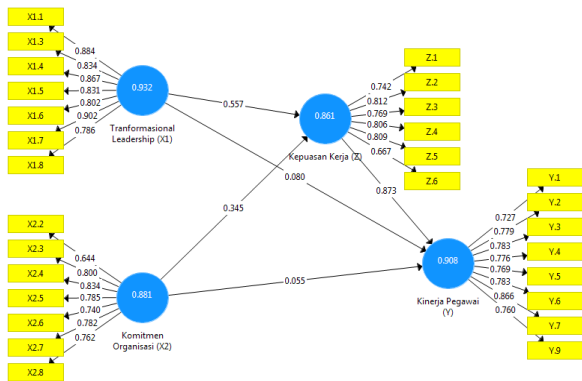


Figure 3. Cronbach Alpha

Based on the SmartPLS output in the image above, the Cronbach Alpha value for each construct or variable is greater than 0.60. Thus it can also be concluded that the level of data reliability is excellent or reliable.

The next testing process is testing the inner or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by paying attention to the R-Square value for the endogenous construct from the influence it receives from the exogenous construct. The following is the structural model of test results using SmartPLS:

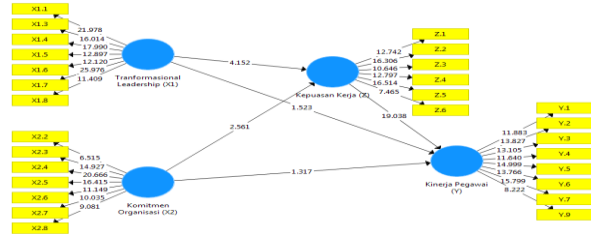


Figure 4. Bootstrapping results

Berdasarkan gambar diatas model struktur diatas dapat dibentuk Persamaan Model sebagai berikut :

- Model Equation I describes the magnitude of the influence of the construct of transformational leadership and organizational commitment on job satisfaction with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$Z = 4,152 X1 + 2,561 X2 + e1$$

- Equation Model II, is a description of the magnitude of the influence of the constructs of transformational leadership, organizational commitment and job satisfaction on employee performance with each coefficient for each construct plus an error which is an estimation error.

$$Y = 1,523 X1 + 1,317 X2 + 19,038 Z + e2$$

Next, as previously explained, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs whether they have a substantive influence, here are the R-Square estimates:

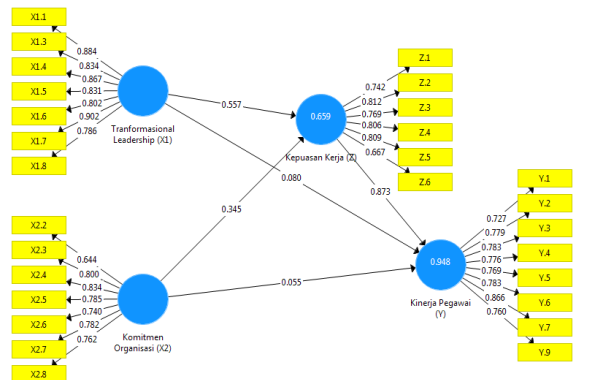


Figure 5. Evaluation of R Square Value

In the picture above, you can see the R-squared value of the employee performance construct of 0.948 or 94.8%, which illustrates the magnitude of the influence received by the employee performance construct from the transformational leadership construct, organizational commitment, and job satisfaction. Meanwhile, the R-Square value for the job satisfaction construct is 0.659 or 65.9%, indicating the significant influence exerted by the transformational leadership

and organizational commitment constructs in explaining or influencing job satisfaction.

Hypothesis testing aims to answer the problems in this research, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this research can be assessed from the value of the t-statistic or t-count compared to the t-table of 1.96 at an alpha of 5%. If the t-statistic/t-count < t-table 1.96 at alpha 5%, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at alpha 5%, then Ha is accepted. The following are the SmartPLS output results, which describe the estimated output for testing the structural model:

Table 5. Direct Effect

Hipotesis	Sampel Asli	Rata-rata Sampel	Standar Deviasi	T-Statistik	P Values
Transformasional leadership terhadap kepuasan kerja	0,557	0,566	0,134	4,152	0,000
Komitmen organisasi terhadap kepuasan kerja	0,345	0,343	0,135	2,561	0,011
Transformasional leadership terhadap kinerja pegawai	0,080	0,086	0,052	1,523	0,128
Komitmen organisasi terhadap kinerja pegawai	0,055	0,050	0,042	1,317	0,188
Kepuasan kerja terhadap kinerja pegawai	0,873	0,872	0,046	19,038	0,000

Source: Data Processed by authors, 2024

Table 6. Indirect Effect

Hipotesis	Sampel Asli	Rata-rata Sampel	Standar Deviasi	T-Statistik	P Values
Transformasional leadership terhadap kinerja pegawai melalui kepuasan kerja	0,486	0,493	0,117	4,161	0,000
Komitmen organisasi terhadap kinerja pegawai melalui kepuasan kerja	0,302	0,299	0,120	2,515	0,012

Source: Data Processed by authors, 2024

1. The Influence of Transformational Leadership on Job Satisfaction

The results of this research align with research conducted by (Rahmizal & Novia, 2021) that transformational leadership has a significant influence on job satisfaction. Research (Wibawa et al., 2022) shows that transformational leadership significantly influences job satisfaction. Transformational leadership style is a leadership style that is not only limited to work relationships, but is more directed at providing motivation, paying attention to individual needs, etc. which leads to respect for employees as human beings who have human rights. The transformational leadership style applied by the leader accompanied by employee achievement motivation can influence employee job satisfaction.

2. The Effect of Organizational Commitment on Job Satisfaction

Organizational commitment influences whether workers remain as members of the organization or leave the organization to look for a new job. The results of this research align with research conducted by (Hidayat, 2018) that there is a significant positive influence of organizational commitment on job satisfaction. Research (Firdaus & Lusiana, 2020) shows that organizational commitment significantly influences job satisfaction. Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their attention to the organization. Organizational commitment can grow from emotional ties to the company, including moral support, company values and an inner willingness to serve the company. Organizational commitment is an identification of a person's involvement in the organization. to maintain their membership in the organization and be willing to try hard to achieve organizational goals.

3. The Effect of Transformational Leadership on Employee Performance

Based on the results of data testing using the SmartPLS program tool, there is no significant influence of transformational leadership on employee performance. Transformational leadership is very influential in increasing employee satisfaction. Leadership is a pattern of relationships between individuals who use authority and influence over groups of people to work together to achieve goals.

4. The Effect of Organizational Commitment on Employee Performance

Based on the results of data testing using the SmartPLS program tool, there is an insignificant effect of organizational commitment on employee performance. Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their attention to the organization. Organizational commitment can grow from emotional ties to the company, including moral support, company values and an internal willingness to serve the company. Organizational commitment is an identification of a person's involvement in the organization. to maintain their membership in the organization and be willing to try hard to achieve organizational goals.

5. The influence of job satisfaction on employee performance

Based on the results of data processing with the SmartPLS program, there is a significant influence

of job satisfaction on employee performance. Job satisfaction is an important thing that can build organizational psychology and influence organizational behavior. Job satisfaction is defined as the attitude that workers have about their jobs. This is the result of their perception of work. Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, and living with working conditions that are often less than ideal. The results of this research are in line with research conducted by (Harum, 2022) that there is a significant influence of job satisfaction on employee performance. Meanwhile, research conducted by Sukron (2019) shows that job satisfaction has a significant influence on employee performance. Job satisfaction is basically an individual thing. Each individual has a different level of satisfaction according to the value system that applies to him.

6. The Effect of Transformational Leadership on Employee Performance through Job Satisfaction.

The t-statistic value $> t$ -table 1.96 or $4.161 > 1.96$ P-Value value $0.000 < 0.05$, thus the hypothesis can be accepted or H_0 is rejected and H_6 is accepted, in other words, there is a significant influence of transformational leadership on performance employees through job satisfaction. So, employee performance will increase through job satisfaction, but it will increase if it is not directly influenced by transformational leadership.

7. The Effect of Organizational Commitment on Employee Performance Through Job Satisfaction

The t-statistic value $< t$ -table 1.96 or $2.515 > 1.96$ P-Value value $0.012 < 0.05$, thus the hypothesis can be accepted or H_0 is rejected and H_7 is accepted, in other words there is a significant influence of organizational commitment on performance employees through job satisfaction. So employee performance will increase through job satisfaction, employee performance will increase if it is not directly influenced by organizational commitment

4. Conclusions

From the discussion in the previous chapters, several conclusions can be drawn as follows:

1. The p-value is $0.000 < 0.05$, so transformational leadership has a significant influence on job satisfaction at the Bukittinggi City Education Office, West Sumatra.
2. The p-value is $0.011 < 0.05$, so there is a significant influence of organizational

commitment on job satisfaction at the Bukittinggi City Education Office, West Sumatra

3. The p-value is $0.128 > 0.05$, so transformational leadership has an insignificant effect on employee performance at the Bukittinggi City Education Office, West Sumatra. (seen in table 4.6 hypothesis results)
4. The p-value is $0.188 > 0.05$, so organizational commitment has an insignificant influence on employee performance at the Bukittinggi City Education Office, West Sumatra. (seen in table 4.6 hypothesis results)
5. The p-value is $0.000 < 0.05$, so job satisfaction significantly influences employee performance at the Bukittinggi City Education Office, West Sumatra. (seen in table 4.6 hypothesis results)
6. The p-value is $0.000 < 0.05$, so transformational leadership has a significant influence on employee performance through job satisfaction at the Bukittinggi City Education Office, West Sumatra. (seen in table 4.7 indirect effect results)
7. The p-value is $0.012 < 0.05$, so organizational commitment significantly influences employee performance through job satisfaction at the Bukittinggi City Education Office, West Sumatra. (seen in table 4.7 indirect effect results)

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