

ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT THE MEDAN BELAWAN DISTRICT OFFICE

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Abstract

This study aims to analyze the influence of transformational leadership and work environment on employee performance with organizational commitment as an intervening variable at the Medan Belawan District Office. This study uses a quantitative approach with a survey method by distributing questionnaires to 51 employees as respondents. The sample was determined using a purposive sampling technique so that the data obtained is in accordance with the research objectives. The data were analyzed using path analysis techniques to determine the direct and indirect effects between variables. The results of the study indicate that transformational leadership has a positive and significant effect on organizational commitment. The work environment has a positive but insignificant effect on organizational commitment, so its indirect effect on employee performance is also positive but insignificant. Organizational commitment also has a positive and significant effect on employee performance. Thus, organizational commitment acts as an intervening variable that mediates the effect of transformational leadership on employee performance but not the work environment. The results of this study are expected to be input for leaders in improving employee performance through the application of a transformational leadership style, creating a conducive work environment, and strengthening organizational commitment.

Keywords: *Transformational Leadership, Work Environment, Organizational Commitment, Employee Performance.*

INTRODUCTION

Employee performance is an important factor that determines the success of an organization, including government agencies such as the Medan Belawan District Office. The high demand for fast, accurate, and professional public services requires state civil servants to demonstrate optimal performance. Therefore, various factors that influence employee performance need to be studied in depth, one of which is the leadership style and work environment conditions created in the organization. One leadership approach that is believed to have a major influence on employee performance is transformational leadership. Wang et al. (2022) found that transformational leadership positively influences employee performance through increased engagement and affective commitment. Transformational leaders are able to inspire, provide a clear vision, and raise employee morale. In the context of public organizations, this leadership style has proven to be relevant in forming a productive and results-oriented work culture. Recent research by Aldossari and Alanizan (2025) also revealed that transformational leadership significantly influences employee performance, with organizational commitment as a mediator. On the other hand, the work environment is also an important factor in influencing individual motivation and performance. A good work environment creates an atmosphere that supports comfort, positive interactions, and work efficiency. Gu et al. (2022) stated that a positive work environment increases organizational commitment and has a direct impact on improving performance. In government organizations, a supportive work environment—both physically and psychologically—can create a sense of comfort, security, and increase employee loyalty. Afriansah and Aprianto (2025) also emphasized that a conducive work environment plays an important role in forming commitment and improving employee performance in government agencies. However, the relationship between transformational leadership and work environment on performance is not always direct. In many studies, organizational commitment has been shown

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to be an intervening variable that bridges the influence of both variables on employee performance. Silaban and Siregar (2023) showed that transformational leadership increases employee commitment, which in turn has a positive impact on performance. Based on the description, it is important to comprehensively examine the influence of transformational leadership and work environment on employee performance, with organizational commitment as an intervening variable. This study is relevant because there are still limited similar studies conducted in the sub-district government environment, especially in Medan Belawan. The results of this study are expected to provide real contributions in the development of effective human resource management strategies in the public sector.

LITERATURE REVIEW

1. Employee Performance

a) Understanding Employee Performance

Robbins and Coulter (2016) employee performance is the level of achievement of employee work results in an organization that is measured based on predetermined standards or targets. Performance is the result of a particular job function that can be measured based on predetermined standards or targets.

b) Employee Performance Indicators

According to Robbins and Coulter (2016):

1) Quality of Work Results

Measuring how well employees perform their work, including accuracy, neatness, and conformity to established standards.

2) Quantity of Work Results

Describes the volume of work completed within a specified time period.

3) Punctuality

Demonstrates employee ability to complete work according to schedule and deadlines.

4) Effectiveness

Refers to the optimal use of resources in achieving desired work results.

5) Independence in Work

Assess the extent to which employees can complete tasks without having to rely constantly on the help of others.

6) Commitment to Work

Demonstrate loyalty, dedication, and responsibility towards tasks and the organization.

2. Organizational Commitment

a) Understanding Organizational Commitment

Robbins (2019) organizational commitment is a condition in which an employee sides with a particular organization and its goals, and has a desire to maintain membership in that organization.

b) Organizational Commitment Indicators

According to Robbins (2019), there are three main dimensions, which can be described as the following indicators:

1) Affective Commitment

Commitment based on emotional attachment to the organization.

The indicators:

- Feel proud to be part of the organization.
- Having emotional involvement with the goals of the organization.
- Enjoying work in the organization.
- Feel comfortable in the current organization.

2) Continuance Commitment

Commitment based on consideration of costs (risks) if one has to leave the organization.

The indicators:

- Feeling lost if leaving the organization.
- Consider the financial and non-financial benefits of staying.
- Not wanting to leave the organization because too much time, energy and resources have been invested.

3) Normative Commitment

Commitment based on a sense of moral obligation to remain with the organization.

The indicators:

- Feeling obligated to remain with the organization.
- Feeling unethical about leaving the organization.
- Feeling that the organization has given a lot that must be repaid with loyalty.

3. Work Environment

a) Understanding the Work Environment

Nitisemito (2018) the work environment is everything that is around workers and that can influence them in carrying out the tasks assigned to them.

b) Work Environment Indicators

Work environment indicators according to Nitisemito (2018) are:

1) Working Atmosphere

Conditions around employees that can affect the performance of work include:

- Workplace
- Facilities and work aids
- Cleanliness
- Lighting
- Calm
- Working relationships between individuals in that place

2) Relationship with Coworkers

Harmonious and intrigue-free relationships among co-workers. Good relationships and kinship can affect employee performance.

3) Availability of Work Facilities

Availability of equipment used to support smooth work that is complete and up-to-date.

4. Transformational Leadership

a) Understanding Competence

Robbins & Judge (2019) transformational leadership is a leadership style that is able to bring about major changes in an organization by influencing the values, perceptions, and aspirations of subordinates to align with the leader's vision.

b) Competency Indicators

Leadership indicatorsTransformational according to Robbins and Judge (2019) includes four main dimensions:

1) Ideal Influence (Idealized Influence):

Leaders act as role models who are respected and trusted by their followers, and demonstrate ethical behavior and high moral principles.

2) Inspirational Motivation:

Leaders convey a clear vision and mission, and motivate their followers to achieve common goals with enthusiasm and optimism.

3) Intellectual Stimulation:

Leaders encourage creativity and innovation, and encourage their followers to think critically and seek new solutions to the problems they face.

4) Individual Consideration:

Leaders pay special attention to the needs and potential of each follower, and act as mentors or coaches in their personal development.

Conceptual Framework

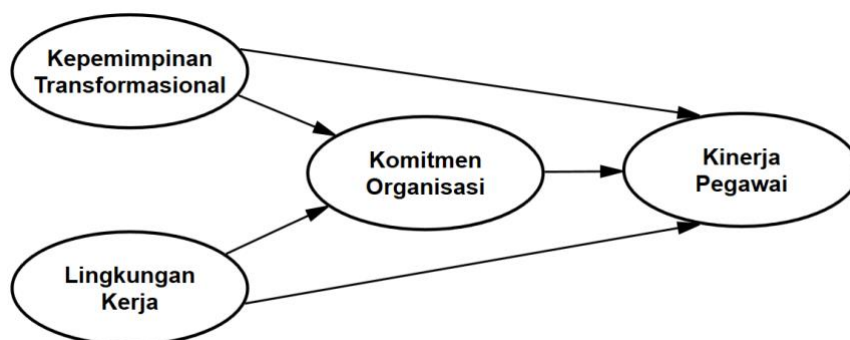


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Transformational leadership has a positive and significant influence on employee performance in the Office.Sub-district HeadBelawan Field.
- H2: Transformational leadership has a positive and significant influence on organizational commitment at the Office.Sub-district HeadBelawan Field.
- H3: The work environment has a positive and significant influence on employee performance in the office.Sub-district HeadBelawan Field.
- H4: The work environment has a positive and significant effect on organizational commitment at the Office.Sub-district HeadBelawan Field.
- H5: Organizational commitment has a positive and significant effect on employee performance at the Office.Sub-district HeadBelawan Field.
- H6: Transformational leadership has a positive and significant effect on employee performance through organizational commitment at the Office.Sub-district HeadBelawan Field.
- H7: The work environment has a positive and significant effect on employee performance through organizational commitment at the office.Sub-district HeadBelawan Field.

RESEARCH METHODS

Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze the Analysis of Transformational Leadership and Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable at the Medan Belawan District Office.

Research Location and Research Time

The research location was conducted at the Medan Belawan Sub-district Office, located at Jl. Cimanuk No. 3 Belawan. The research period was carried out for 3 months, starting from April to June 2025.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at the Medan Belawan District Office. The number of employees at the Medan Belawan District Office is 51 employees and all of them are ASN.

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Research Data Sources

The data sources used in this study are primary data.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis muse *PLS Algorithm*, produce:

1) Validity Test

Table 1. ValuesOuter Loadings

	Transformational Leadership	Employee Performance	Organizational Commitment	Work environment
X1.1	0.875			
X1.2	0.867			
X1.3	0.886			
X1.4	0.859			
X2.1				0.842
X2.2				0.882
X2.3				0.891
Y.1		0.833		
Y.2		0.880		
Y.3		0.839		
Y.4		0.877		
Y.5		0.780		
Z.1			0.939	
Z.2			0.925	
Z.3			0.934	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value ≥ 0.70 . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.

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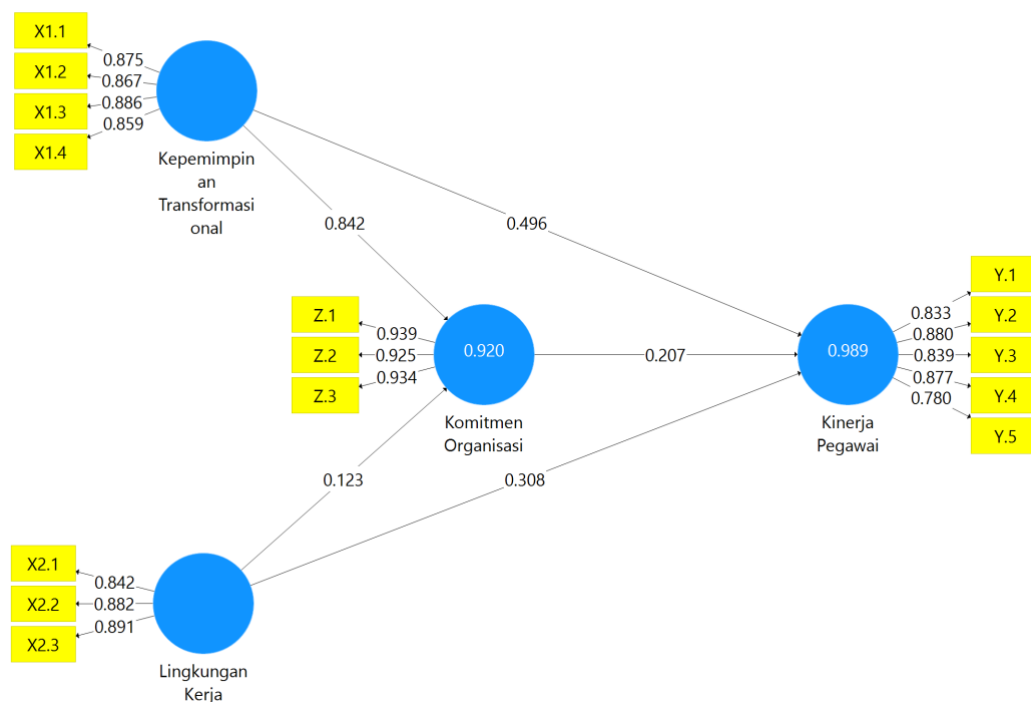


Figure 1. Outer Loadings

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.842 X_1 + 0.123 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.496 X_1 + 0.308 X_2 + 0.207 Z + e_2$$

2) Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.895	0.895	0.927	0.760
Employee Performance	0.897	0.899	0.924	0.710
Organizational Commitment	0.925	0.926	0.952	0.870
Work environment	0.842	0.844	0.905	0.760

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. So that the research instrument is declared reliable and suitable for use in testing the structural model.

Structural Model Testing (Inner Model)

Inner model / structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

1) Coefficient of Determination (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

Table 3. R Square Results

	R Square	R Square Adjusted
Organizational Commitment	0.920	0.917
Employee Performance	0.989	0.988

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the organizational commitment variable there is an R square value of 0.887 meaning that the influence of transformational leadership and work environment is 0.920 or 92% the rest is on other variables outside the model. The R square value of employee performance is 0.989 meaning that transformational leadership, work environment and organizational commitment are 0.989 or 98.9% the rest is on other variables outside the model.

2) Hypothesis Testing

a) Direct Influence Between Variables

Table 4. Path Coefficients (Direct Effect)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Employee Performance	0.496	4,557	0,000	Accepted
Transformational Leadership -> Organizational Commitment	0.842	5,722	0,000	Accepted
Work Environment -> Employee Performance	0.308	3,165	0.002	Accepted
Work Environment -> Organizational Commitment	0.123	0.807	0.420	Rejected
Organizational Commitment -> Employee Performance	0.207	2,923	0.004	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Transformational leadership has a positive and significant effect on employee performance with a t-statistic value of 4.557 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely that transformational leadership has a positive and significant effect on employee performance (Jufrizen & Lubis, 2020).
2. Transformational leadership has a positive and significant effect on organizational commitment with a t-statistic value of 5.722 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a positive and significant effect on organizational commitment because the significance value is below 0.05. This study is in accordance with research stating that transformational leadership has a positive and significant effect on organizational commitment (Widyatmika, 2020).
3. The work environment has a positive and significant influence on employee performance with a t-statistic value of 3.165 above 1.96 and a significance of 0.002 below 0.05 means that the work environment has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that the work environment has a positive and significant effect on employee performance (2022).
4. The work environment has a positive but not significant effect on organizational commitment with a t-statistic value of 0.807 below 1.96 and a significance of 0.420 above 0.05 means that the work environment has a positive but not significant effect on organizational commitment because the significance value is

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above 0.05. The results of this study are in contrast to the research conducted by Son & Mardikaningsih (2021) which states that the work environment has a positive and significant influence on organizational commitment.

5. Organizational commitment has a positive and significant effect on employee performance with a t-statistic value of 2.923 above 1.96 and a significance of 0.004 below 0.05 means that organizational commitment has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely that organizational commitment has a positive and significant effect on employee performance (Astuti, 2022).

b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Organizational Commitment -> Employee Performance	0.174	2,876	0.004	Accepted
Work Environment -> Organizational Commitment -> Employee Performance	0.025	0.690	0.491	Rejected

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Transformational leadership has a positive and significant effect on employee performance through organizational commitment with a t-statistic value of 2.876 and a significance value of 0.004, meaning that organizational commitment acts as an intervening variable between transformational leadership and employee performance.
2. The work environment has a positive but insignificant effect on employee performance through organizational commitment with a t-statistic value of 0.690 below 1.96 and a significance value of 0.491 above 0.05, meaning that organizational commitment does not act as an intervening variable between the work environment and employee performance due to the direct and indirect effects of both hypotheses are rejected.

CONCLUSION

1. Transformational leadership has a positive and significant influence on employee performance at the Office Sub-district Head Belawan Field.
2. Transformational leadership has a positive and significant influence on organizational commitment at the Office Sub-district Head Belawan Field.
3. The work environment has a positive and significant influence on employee performance in the Office Sub-district Head Belawan Field.
4. The work environment has a positive and significant influence on organizational commitment at the Office Sub-district Head Belawan Field.
5. Organizational commitment has a positive and significant effect on employee performance at the Office Sub-district Head Belawan Field.
6. Transformational leadership has a positive and significant influence on employee performance through organizational commitment at the Office Sub-district Head Belawan Field.
7. The work environment has a positive and significant influence on employee performance through organizational commitment at the Office Sub-district Head Belawan Field.

SUGGESTION

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1. On the variable Transformational leadership turned out to be the indicator with the lowest score, namely the statement "My leader provides personal support to employees". Agencies are advised to build a formal and even employee support system to avoid dependence on personal support from leaders.
2. Work environment with the statement "The working atmosphere in this office supports comfort in working.". Agencies are advised to maintain and develop a work atmosphere that supports work comfort, through sustainable work policies and programs.
3. For organizational commitment with the statement "I stay here because of the benefits I get". Agencies are advised to continue to improve and adjust the reward and work benefit system to remain relevant and competitive, and encourage employee loyalty.
4. Employee performance with the statement "I have a high commitment to the results of the work I do". Agencies are advised to provide support and appreciation for employees who have a high commitment to work results, as well as create a system that encourages a performance-oriented work culture.

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