

The Role of Organizational Commitment in Mediating the Influence of Transformational Leadership on Employee Performance in the Office Medan Belawan Sub-district

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Abstract— This study aims to analyze the influence of transformational leadership on employee performance with organizational commitment as an intervening variable in the Medan Belawan Sub-district Office. This study uses a quantitative approach with a survey method through the distribution of questionnaires to 51 employees as respondents. The sample is determined by purposive sampling technique so that the data obtained is in accordance with the research objectives. The data was analyzed using path analysis techniques to determine the direct and indirect influence between variables. The results of the study show that transformational leadership has a positive and significant effect on organizational commitment. Organizational commitment also has a positive and significant effect on employee performance. Thus, organizational commitment plays a role as an intervening variable that mediates the influence of transformational leadership on employee performance. The results of this research are expected to be input for leaders in improving employee performance through the application of transformational leadership styles, as well as strengthening organizational commitment.

Keywords—*Transformational Leadership; Organizational Commitment; Employee Performance.*

I. INTRODUCTION

A. Background

Public sector organizations are required to provide effective and quality services to the community. One of the important factors that affect employee performance achievement is the leadership style applied. Transformational leadership is seen as one of the relevant leadership styles in the modern era, because it is able to encourage positive change, build a shared vision, and motivate employees to work beyond personal interests (Wijayanti & Prasetyo, 2020).

According to Bass & Riggio (in Ningsih & Arifin, 2020), transformational leadership has four

main indicators, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders are able to arouse employee morale so that it has an impact on improving employee performance.

However, the influence of transformational leadership does not always have a direct impact on performance, but often through intermediary variables such as organizational commitment. Organizational commitment is defined as the level of emotional attachment of employees to the organization, which encourages them to remain loyal and contribute optimally (Setiawan, 2021). Employees with high organizational commitment will have more motivation to work well, be disciplined, and support the achievement of organizational goals.

Previous research supports this relationship. Research by Hartono and Wahyuni (2021) found that transformational leadership has a positive effect on employee performance through organizational commitment as a mediating variable in government agency employees in Central Java. Likewise, research by Wulandari and Sari (2022) proves that organizational commitment plays a significant role in mediating the influence of transformational leadership on employee performance in local government offices. Similar results were obtained from a study by Nasution and Siregar (2023) which stated that transformational leaders can increase employee commitment, which ultimately has an impact on improving performance in the public sector.



At the Medan Belawan Sub-district Office, there are still several problems related to employee performance, such as delays in administrative services, lack of innovation in providing public services, and low employee discipline. This phenomenon shows the need to evaluate the leadership style of the sub-district head and how to build the commitment of the employee organization so that performance can be improved.

Based on this background, this study aims to examine the role of organizational commitment in mediating the influence of transformational leadership on employee performance at the Medan Belawan Sub-district Office. This research is expected to make a practical contribution in improving the quality of leadership and building a strong organizational commitment to achieve optimal employee performance.

II. LITERATURE REVIEW

A. Employee Performance

1. Definition of 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 specific job function that can be measured based on a set standard or target.

2. Employee Performance Indicators

According to Robbins and Coulter (2016):

- 1) Quality of Work Results
Measure how good the results of employee work are, including thoroughness, neatness, and conformity with set standards.
- 2) Quantity of Work Results
Describes the volume of work completed in a given period of time.
- 3) Timeliness
Demonstrate the ability of employees to complete work according to schedules and deadlines.
- 4) Effectiveness
Refers to the optimal use of resources in achieving the desired work results.
- 5) Independence at 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 to tasks and the organization

B. Organizational Commitment

1. Definition of Organizational Commitment

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

a. Organizational Commitment Indicators

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

1) Affective Commitment

Commitment based on emotional attachment to the organization.

Indicator:

- a) Feel proud to be part of the organization.
- b) Have an emotional connection with the organization's goals.
- c) Enjoy working in the organization.
- d) Feel comfortable in the current organization.

2) Continuance Commitment (Komitmen Berkelanjutan)

Commitment based on cost (risk) considerations if you have to leave the organization.

Indicator:

- a) Feeling lost if you leave the organization.
- b) Consider the financial and non-financial benefits if it persists.
- c) Don't want to leave the organization because you've invested too much time, effort, and resources.

3) Normative Commitment (Komitmen Normatif)

Commitment based on a sense of moral obligation to keep working in the organization.

Indicator:

- a) Feel obligated to stay in the organization.
- b) Feeling unethical if you leave the organization.
- c) Feeling that the organization has given a lot of things must be repaid with loyalty.

C. Transformational Leadership

1. Definition of Competence

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

2. Competency Indicators

Transformational leadership indicators according to Robbins and Judge (2019) include four main dimensions:

- a. Idealized Influence:
Leaders act as role models who are respected and trusted by their followers, and demonstrate ethical behavior and high moral principles.
- b. Inspirational Motivation:
The leader conveys a clear vision and mission, and motivates his followers to achieve common goals with passion and optimism.
- c. Intellectual Stimulation:
Leaders encourage creativity and innovation, and invite their followers to think critically and find new solutions to the problems they face.
- d. Individualized Consideration:
Leaders pay special attention to the needs and potential of each follower, as well as act as mentors or coaches in their personal development.

D. Conceptual Framework

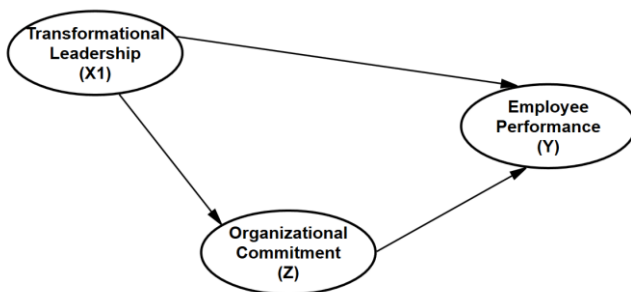


Figure 1. Conceptual Framework

E. Research Hypothesis

- H1: Transformational leadership has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
- H2: Transformational leadership has a positive and significant effect on the organization's commitment to the Medan Belawan Sub-district Office.
- H3: Organizational commitment has a positive and significant effect on employee performance at the Medan Belawan Sub-district Office.

H4: Transformational leadership has a positive and significant effect on employee performance through organizational commitment at the Medan Belawan Sub-district Office.

III. RESEARCH METHODS

A. Types of Research

The type of research that the researcher uses is quantitative research. This type of quantitative research was conducted to make a study that aims to adjust a research and to analyze the analysis of transformational leadership on employee performance with organizational commitment as an intervening variable in the Medan Belawan Sub-district Office.

B. Research Location and Research Time

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

C. Population and Sample

The population and sample in this study are all permanent employees at the Medan Belawan Sub-district Office. The number of employees at the Medan Belawan Sub-district Office office is 51 employees and all of them are civil servants.

D. Research Data Sources

The data source used in this study is primary data.

IV. RESEARCH RESULTS AND DISCUSSION

A. Outer Model Analysis

Outer Model analysis using the PLS Algorithm, yielding:

1) 1. Validity Test

Table 1. Value of Outer Loadings

	Employee Performance	Organizational Commitment	Transformational Leadership
X1.1			0,875
X1.2			0,867
X1.3			0,886

X1.4			0,859
Y.1	0,833		
Y.2	0,881		
Y.3	0,839		
Y.4	0,877		
Y.5	0,779		
Z.1		0,939	
Z.2		0,925	
Z.3		0,934	

Source: PLS Smart Output, 2025

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

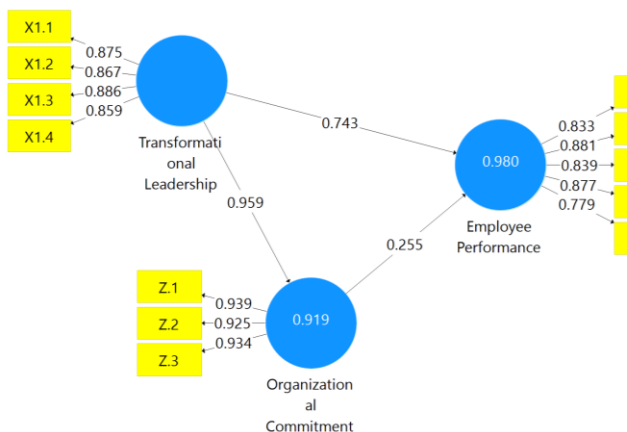


Figure 1. Outer Loadings

2) 2. Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,897	0,900	0,924	0,710
Organizational Commitment	0,925	0,926	0,952	0,870

	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	0,900	0,924	0,710

Source: PLS Smart Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values on all constructs have values above 0.70. This shows that all indicators have high internal consistency and are reliable in measuring their respective constructs. So that the research instrument is declared reliable and feasible to be used in testing structural models.

3. Structural Model Testing (Inner Model)

Internal testing of the model/structural model was carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model is evaluated by using R-square for dependent constructs.

4. Coefficient of Determination (R²)

In assessing a 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
Employee Performance	0,980	0,979
Organizational Commitment	0,919	0,917

Source: Smart PLS, 2025

In table 3, there is an R square value in both dependent variables for the organizational commitment variable, there is an R square value of 0.980, meaning that the influence of transformational leadership is 0.980 or 98%, the rest is in other variables outside the model. The R square value of employee performance is 0.919, meaning transformational leadership and organizational commitment of 0.919 or 91.9%, the rest is in other variables outside the model.

B. Hypothesis Testing

1. Direct Influence Between Variables

Table 4. Path Coefficients (Direct Influence)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Employee Performance	0,743	8,041	0,000	Accepted
Transformational Leadership -> Organizational Commitment	0,959	51,508	0,000	Accepted
Organizational Commitment -> Employee Performance	0,255	2,713	0,007	Accepted

Source: PLS Smart Output, 2025

In the results of Table 4, there is a direct influence value which will be explained as follows:

1. Transformational leadership has a positive and significant effect on employee performance with a t-statistical value of 8.041 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 research, namely 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-statistical value of 51.508 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 research is in accordance with research that states that transformational leadership has a positive and significant effect on organizational commitment (Widyatmika, 2020).
3. Organizational commitment has a positive and significant effect on employee performance with a t-statistical value of 2.713 above 1.96 and a significance of 0.007 below 0.05, meaning 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 research, 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 value of *specific indirect effects*. The results of data processing show the value of indirect influence can be seen in Table 5 below.

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Organizational Commitment -> Employee Performance	0,244	2,663	0,008	Accepted

Source: Smart PLS, 2025

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

Transformational leadership has a positive and significant effect on employee performance through organizational commitment with a t-statistical value of 2.663 and a significance value of 0.008, meaning that organizational commitment plays a role as an intervening variable between transformational leadership and employee performance.

V. CONCLUSION

1. Transformational leadership has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
2. Transformational leadership has a positive and significant effect on the organization's commitment to the Medan Belawan Sub-district Office.
3. Organizational commitment has a positive and significant effect on the performance of employees at the Medan Belawan Sub-district Office.
4. Transformational leadership has a positive and significant effect on employee performance through organizational commitment at the Medan Belawan Sub-district Office.

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