

Original Article

The Influence of Transformational Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a Mediating Variable at Mangusada Badung Regional Hospital

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Abstract: *The study aims to find the influence of transformational leadership and organizational culture on employee performance with organizational commitment as a mediating variable at RSD Mangusada Badung. The sample in this study was all employees of RSD Mangusada Badung totaling 103 people. Data collection was carried out using questionnaires and interviews. Data analysis was carried out using path analysis. The results of the analysis showed that transformational leadership had a positive and significant effect on employee performance at RSD Mangusada Badung, organizational culture had a positive and significant effect on employee performance at RSD Mangusada Badung, transformational leadership had a positive and significant effect on employee organizational commitment at RSD Mangusada Badung, organizational culture had a positive and significant effect on employee organizational commitment at RSD Mangusada Badung, organizational commitment had a positive and significant effect on employee performance at RSD Mangusada Badung, organizational commitment was able to mediate the influence of transformational leadership on employee performance at RSD Mangusada Badung and job satisfaction was able to mediate the influence of organizational culture on employee performance at RSD Mangusada Badung.*

Keywords: *Transformational Leadership, Organizational Culture, Organizational Commitment, Employee Performance.*

I. INTRODUCTION

Rapid technological developments in the era of globalization require organizations across various sectors to improve the effectiveness and efficiency of their Human Resources (HR) management (Kabul, 2024). An organization will inevitably encounter various challenges in improving the effectiveness and efficiency of its HR. Companies must prepare strategies to address these challenges through effective HR management, thereby facilitating the achievement of corporate goals. Human resources play a crucial role in all areas, influencing a company's success. Without effective HR management, optimal output will be compromised (Lestari et al., 2023). Companies need to improve HR to address these challenges and achieve a competitive advantage (Pahira & Rinaldy, 2023). With effective HR, companies will acquire talented employees and significantly improve their performance.

To provide good service, the government issued Law Number 32 of 2004, which emphasizes empowering local governments to improve public welfare, empower communities, and ensure democracy. The transformation process, legal protection, and other life guarantees. The authority granted by the law is based more on public accountability requirements, namely the government's accountability system for service groups. The true form and commitment of public accountability are only reflected in the form of performance, including the performance of planning, institutions, and government apparatus (Lian, 2017).

The government in each department must improve employee performance to meet the challenges faced by the government as a whole. Public authorities always need employees to perform their duties and responsibilities properly. Efficiency refers to whether or not expected results can be achieved; it is the result of the level of performance of a specific task that must be completed. Effectiveness, on the other hand, depends on how well various contributions have been implemented. Individual performance expectations are framed as tasks to be completed by a specific time (Sidin & Della, 2021).

Performance is one of the benchmarks for the success of any company in achieving its business goals. Poor employee performance can hamper the company's operations. Performance is defined as a measuring tool used to assess the quality of



each employee's work based on their competencies (Fauzi & Nugroho, 2020). Improving performance productivity is a highly desirable goal in many contexts, at the individual, team, and organizational levels, as well as on a larger scale, such as the national economy. In an organizational context, performance improvement refers to efforts to increase productivity, efficiency, and effectiveness in achieving organizational goals. This can include streamlining business processes, employee development, product or service innovation, and better risk management. Conversely, if an entity fails to properly manage performance, production processes will fail, targets will not be achieved, and various problems will arise (Putri et al., 2022).

An organisation or company undoubtedly wants its employees to strive hard in relation to their abilities in order to achieve good work results; without good performance from all employees, success in achieving goals will be difficult. This makes performance an extremely important and interesting part of the process because it has been demonstrated that it is very important for its benefits. In an organization, employee performance plays an important role in the organization and employees are very valuable assets and must be maintained and managed well. In order to achieve organizational goals, human resources are needed who are experts in their respective fields. Because of the resources they have, employees are able to carry out the tasks assigned to them. The progress of an organization is determined by the performance of its employees within it.

Employee performance is one of the main indicators of an organization's success. High-performing employees can contribute to achieving organizational goals more effectively and efficiently (Sedarmayanti, 2015). In the government sector, employee performance directly influences the quality of public services provided to the public. Therefore, evaluating and improving employee performance is crucial for achieving development goals and public welfare (Samsudin, 2015). According to Kasmir (2021), factors that influence employee performance include ability, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. The factors influencing performance in this study were organizational commitment, transformational leadership, and organizational culture.

According to Newstrom in Wibowo (2017:430), organizational commitment is the degree to which employees identify with the organization and actively participate in its environment. The desire to stay with the organisation in the future is measured by organisational commitment. On an emotional level, commitment is closely linked to and associated with the organisation. Strong belief in and acceptance of the organization's goals and values, an openness to work for the organisation, and a strong desire to continue being an excellent worker at the firm are characteristics of employees who have a high level of commitment to the company. Employees with a high level of commitment tend to be more motivated, have a strong emotional attachment to the organization, and demonstrate higher loyalty (Leni Elvira, 2023). Conversely, employees with a low level of commitment are more susceptible to burnout and are less motivated to carry out their duties. Organizational commitment is an important factor that can influence employee performance. Employees with high commitment will be more dedicated to carrying out their duties and strive to provide the best for the organization. This commitment can be formed through various factors, such as job satisfaction, organizational support, and opportunities for career development. In government, organizational commitment is a fundamental aspect in creating a professional bureaucracy oriented towards optimal public service (Tanjung et al., 2021).

The next factor is transformational leadership and a strong organizational culture, which have been shown to significantly improve employee performance (Saleh, 2021). Transformational leadership not only directly impacts employee performance but can also encourage innovative work behavior in public organizations (Mayastinasari & Suseno, 2023). In the context of the modern workplace, transformational leadership is a dominant factor influencing employee performance (Yustika, 2025). This leadership is oriented towards employee change and development and has been widely used in various organizational sectors, including the healthcare sector. Transformational leadership emphasizes employee motivation, inspiration, and development to achieve organizational goals (Natalia, 2021).

Transformational leaders are able to build strong relationships with employees, provide a clear vision, and encourage innovation within the organization. A study found that transformational leadership has a positive and significant influence on employee performance and employee engagement in hospitals (Mattajang, 2022). Transformational leadership is a leadership approach in which a leader is able to stimulate, inspire, and transform followers to achieve extraordinary results by prioritizing a shared vision and organizational goals. Effective leaders not only direct but also guide and motivate their subordinates to achieve the best results (Hendriawan & Nurjanah, 2024). In the context of modern organizations, transformational leadership is a highly relevant approach because it focuses on change and innovation to continuously improve performance. In addition to leadership, organizational culture is also a crucial factor in creating a conducive work environment.

A positive organizational culture can increase employee loyalty, professionalism, and job satisfaction, while an organizational culture that is inconsistent with the hospital's values and vision can hinder work motivation and increase employee turnover (Perdana, 2024). Conversely, a positive organizational culture can strengthen employee commitment to the

organization and improve work quality (Gita Hapsari, 2024). Therefore, the implementation of a positive organizational culture must be supported by a leadership system that can encourage employee involvement in creating a productive and harmonious work environment (Ansari, 2024).

Organizational culture is a set of values, norms, and behavioral standards adopted and recognized by all members of an organization as a guideline for action and decision-making. Tristian et al. (2021) state that organizational culture serves as a standard of action and values that serve as the basis for establishing organizational rules and directions. Meanwhile, Asmara & Widanaputra (2017) define organizational culture as fundamental values that serve as guidelines for human resources in carrying out their duties and responsibilities and in determining appropriate behavior in the work environment. These values serve as a reference in assessing whether an action or behavior is acceptable and encouraged within the organization. With a strong organizational culture, every individual within the organization can work in a more focused manner, develop a sense of togetherness, and uphold ethics and integrity in carrying out their responsibilities. Furthermore, an effective organizational culture can also increase employee motivation, loyalty, and productivity by creating a conducive work environment that aligns with the company's vision and goals. Therefore, building and maintaining a positive organizational culture is a crucial factor in the sustainability and success of an organization amidst increasingly fierce business competition.

This study took the research object of employees at RSD Mangusada Badung. RSD Mangusada is an institution engaged in the field of public health in accordance with the long-term goal of RSD Mangusada, namely to become a teaching hospital with professional, innovative and cultured services towards international standards, while the short-term goal of the hospital is an institution that provides health services that focus on patient safety, education, training, research, development, community service and implementing good hospital administration.

Strengthening organizational commitment, RSD Mangusada Badung has taken strategic steps to ensure employees remain motivated and able to adapt to changes in hospital policies and operational challenges. Challenges in leadership and organizational culture at RSD Mangusada Badung impact employee performance. Internal hospital data shows that some employees have difficulty adapting and understanding the management of the work system that continues to evolve to support the implementation of their main duties and functions. Obstacles faced include managing administrative tasks, changing procedures, and the subjectivity of leaders in distributing overlapping workloads between employees of the same group and rank, resulting in high work pressure (Laga, 2024). Excessive work pressure and minimal flexibility in the work environment can reduce levels of job satisfaction and employee performance effectiveness (Ubaidillah, 2024). If this condition is not immediately addressed, it can lead to decreased productivity and an increased risk of burnout among employees.

Table 1: Percentage of Staff Attendance at Mangusada Badung Regional Hospital in 2024

| Month | Number of Employees | Present | Late | Go Home Early | Not present | Total Working Days |
|--------------|---------------------|---------------|------------|---------------|-------------|--------------------|
| January | 973 | 973 | 30 | 15 | 0 | 26 |
| February | 973 | 972 | 32 | 17 | 1 | 24 |
| March | 973 | 973 | 29 | 25 | 0 | 25 |
| April | 973 | 970 | 26 | 22 | 3 | 27 |
| May | 973 | 968 | 29 | 20 | 5 | 25 |
| June | 973 | 969 | 32 | 22 | 4 | 26 |
| July | 973 | 970 | 30 | 20 | 3 | 27 |
| August | 973 | 973 | 33 | 16 | 0 | 25 |
| September | 973 | 973 | 17 | 17 | 0 | 27 |
| October | 973 | 972 | 19 | 19 | 1 | 26 |
| November | 973 | 971 | 20 | 18 | 2 | 25 |
| December | 973 | 973 | 22 | 19 | 0 | 27 |
| Total | 11.676 | 11.657 | 319 | 230 | 19 | 310 |

Source: Mangusada Badung Regional Hospital

Table 1 shows that employee attendance at Mangusada Badung Regional Hospital was good in 2024. Despite this good attendance, employee discipline was still lacking, as evidenced by the many employees arriving late and leaving early. This indicates problems with implementing regulations and a lack of awareness of the importance of work discipline.

This research is motivated by the Research Gap found in previous research. Research conducted by Sari (2025) stated that transformational leadership and organizational culture have a positive and significant effect on employee performance.

Fitri and Putri (2024) stated that transformational leadership has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, transformational leadership has a positive and significant effect on organizational commitment, and organizational culture has a positive and significant effect on organizational commitment.

Research conducted by Wahyuniardi & Nababanyang (20218) found that transformational leadership and organizational culture had no effect on employee performance. Pratama and Badruddin (2025) stated that transformational leadership had no effect on employee performance, while organizational culture had a positive and significant effect on employee performance. Furthermore, research conducted by Hidayat et al. (2024) showed that leadership style did not significantly influence employee performance..

Research by Lestari & Darmawan (2025) found that transformational leadership style and organizational commitment influence employee performance. Sucandrawati et al. (2025) found that organizational commitment partially had a positive and significant effect on employee performance. Research by Wahyuningsih & Sunarjo (2025) found that organizational culture was the most influential factor on employee performance, while organizational commitment did not have a significant direct impact on employee performance.

Research conducted by Ariya et al. (2025) and Putri and Kasmiruddin (2025) found that transformational leadership has a positive and significant effect on organizational commitment. Izati & Munawaroh (2025) found that organizational culture influences employee commitment. Recent research by Risma (2024) showed that organizational commitment is a key factor mediating the relationship between transformational leadership and employee performance in the healthcare sector. Chowin et al. (2025) found that organizational culture has a significant influence on employee organizational commitment. Research conducted by Putri and Kasmiruddin (2025), Albany & Waluyo (2025) found that organizational culture has no effect on employee commitment and performance. Research by Ridwal (2018) found that transformational leadership has no effect on organizational commitment. Research by Rahmawati et al. (2021) found that transformational leadership has no significant effect on organizational commitment among employees of the Islamic Sharia Office of North Aceh Regency.

Based on the phenomena and research gaps found in previous studies, the author is interested in conducting research entitled *The Influence of Transformational Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a Mediating Variable at RSD Mangusada Badung*.

II. LITERATURE REVIEW

Goal-setting theory, developed by Locke in 1968, has begun to attract interest in various organizational problems and issues. According to goal-setting theory, individuals have multiple goals, choose goals, and are motivated to achieve them (Rahman, 2025). This theory assumes that the primary factor influencing an individual's choices is their goals. Goal-setting theory has demonstrated a significant influence on goal formulation (Made Tessy Adnyani, 2022). Setting goals involves being specific and challenging. In general, the degree of achievement increases with the difficulty and specificity of the aim.

One characteristic of goal setting is the level of goal difficulty. Different levels of goal difficulty will provide different motivations for individuals to achieve specific performance. A low-level goal will lead individuals to view the goal as a routine, easily attainable achievement, which will reduce their motivation to be creative and develop their abilities. Meanwhile, a higher-level goal with a more attainable but attainable level will motivate individuals to think about ways to achieve it. This process will foster creativity and the ability to achieve that goal.

Setting goals is a cognitive activity that influences behaviour, according to goal setting theory. The fundamental tenets of goal setting theory are that human behaviour is caused by both intentions and goals. According to research on goal-setting, objectives denote the accomplishment of particular levels of task-specific proficiency within a given time frame. Harder goals are achieved with greater effort and attention and require more knowledge and skills than easy goals.

Goal setting theory has four mechanisms for motivating individuals to achieve performance. First, goal setting can direct an individual's attention to focus on achieving that goal. Second, goals can help regulate an individual's effort to achieve a goal. Third, having goals can increase an individual's persistence in achieving those goals. Fourth, goals help individuals establish strategies and take actions according to plan. Thus, goal setting can improve individual performance, which ultimately improves company performance. Commitment must be present in goal setting. Commitment to goals appears to directly and indirectly affect performance (Samuel Rio Budi Siregar, 2021). A person with great dedication will perform better than one with low commitment when their ambitions are lofty. On the other hand, great commitment hinders performance when goals are modest. Goal conflict reduces goal commitment, which in turn affects the goal-setting process. Performance is favourably correlated with goal-directed behaviour, and goal commitment is positively correlated with goal-directed behaviour.

III. METHOD

This research is an associative quantitative research. This research was conducted at RSD Mangusada Badung. The population in this study was ASN and Contract employees at RSD Mangusada Badung totaling 1,198 people, consisting of 557 PNS employees, 416 PPPK employees and 225 Contract Employees covering three directorates. Sampling in this study used a purposive sampling technique. The sample of this study was ASN employees consisting of PNS and PPPK totaling 103 respondents in the management environment covering three directorates, namely the Service Directorate, the HR and Support Directorate, and the General and Finance Directorate. Organisational culture (X2) and transformational leadership (X1) are the exogenous variables in this study. Employee Performance (Y) is the study's endogenous variable. Organisational Commitment (M) is the mediating variable in this investigation. Both quantitative and qualitative data from primary and secondary sources were used in this investigation. This study used observation, documentation, and interviews as data gathering methods. Variance-based structural equation modelling (SEM), sometimes referred to as component-based SEM or partial least squares (PLS), was the analysis method employed.

IV. RESULTS AND DISCUSSION

A) Research Instrument Testing

The research instrument was measured using validity and reliability tests. The validity and reliability tests used bivariate analysis, namely the calculation of the correlation between each indicator and the total construct score and the Cronbach's alpha coefficient, which was analyzed using SPSS for Windows version 29. The results of the bivariate analysis and the calculation of the Cronbach's alpha coefficient are as shown in Table 2.

Table 2: Results of Validity and Reliability Testing of Research Instruments for Transformational Leadership, Organizational Culture, Organizational Commitment, and Employee Performance Variables

| No. | Indicator | Item | Validity | | | Reliability | |
|-----|-----------------------------|------|---------------------|--------|-------|------------------|----------|
| | | | Pearson Correlation | Sig | Desc | Cronbach's Alpha | Desc |
| 1 | Transformational Leadership | X1.1 | 0,816 | <0,001 | Valid | 0,919 | Reliable |
| | | X1.2 | 0,796 | <0,001 | Valid | | |
| | | X1.3 | 0,862 | <0,001 | Valid | | |
| | | X1.4 | 0,887 | <0,001 | Valid | | |
| | | X1.5 | 0,856 | <0,001 | Valid | | |
| | | X1.6 | 0,799 | <0,001 | Valid | | |
| | | X1.7 | 0,786 | <0,001 | Valid | | |
| 2 | Organizational culture | X2.1 | 0,756 | <0,001 | Valid | 0,845 | Reliable |
| | | X2.2 | 0,794 | <0,001 | Valid | | |
| | | X2.3 | 0,710 | <0,001 | Valid | | |
| | | X2.4 | 0,644 | <0,001 | Valid | | |
| | | X2.5 | 0,606 | <0,001 | Valid | | |
| | | X2.6 | 0,828 | <0,001 | Valid | | |
| | | X2.7 | 0,756 | <0,001 | Valid | | |
| 3 | Organizational Commitment | M.1 | 0,819 | <0,001 | Valid | 0,876 | Reliable |
| | | M.2 | 0,721 | <0,001 | Valid | | |
| | | M.3 | 0,779 | <0,001 | Valid | | |
| | | M.4 | 0,820 | <0,001 | Valid | | |
| | | M.5 | 0,817 | <0,001 | Valid | | |
| | | M.6 | 0,806 | <0,001 | Valid | | |
| 4 | Employee Performance | Y1 | 0,903 | <0,001 | Valid | 0,863 | Reliable |
| | | Y2 | 0,607 | <0,001 | Valid | | |
| | | Y3 | 0,547 | 0,002 | Valid | | |
| | | Y4 | 0,781 | <0,001 | Valid | | |
| | | Y5 | 0,750 | <0,001 | Valid | | |
| | | Y6 | 0,667 | <0,001 | Valid | | |
| | | Y7 | 0,847 | <0,001 | Valid | | |
| | | Y8 | 0,772 | <0,001 | Valid | | |
| | | Y9 | 0,749 | <0,001 | Valid | | |
| | | Y10 | 0,774 | <0,001 | Valid | | |

Source: Primary Data, 2025

Based on Table 2, it can be explained that all correlation values between each indicator and the total construct score have values above 0.3 and significance values less than 0.05. These values indicate that the items used as question indicators to measure the variables of Transformational Leadership, Organizational Culture, Organizational Commitment, and Employee Performance are valid. Table 2 shows that of the four research variables, all statement items have Cronbach's alpha coefficient values above 0.70, which means that all statement items are categorized as reliable.

Table 3: Respondent Characteristics

| No. | Description | Number of people | Percentage (%) |
|-----|----------------------|------------------|----------------|
| 1. | Gender | | |
| | o Man | 42 | 40.8 |
| | o Woman | 61 | 59.2 |
| 2. | Level of education | | |
| | o Senior High School | 19 | 18.4 |
| | o Diploma | 25 | 24.3 |
| | o Bachelor | 50 | 48.5 |
| | o Master | 9 | 8.7 |
| 3. | Age Level | | |
| | o 20-30 year | 11 | 10.7 |
| | o 31-40 year | 31 | 30.1 |
| | o 41-50 year | 61 | 59.2 |

Source: Primary Data, 2025

Based on Table 3 above, it shows that the research respondents consisted of 103 respondents with 42 male respondents or 40.8 percent and 61 female respondents or 59.2 percent. This value shows that female civil servants and PPPK employees have a larger proportion compared to male leadership levels. The research respondents based on their last education were the most with a bachelor's degree of 50 people or 48.5 percent, a diploma of 25 people or 24.3 percent and high school of 19 people or 18.4 percent and the fewest employees had a master's degree of 9 people or 8.7 percent. The research respondents based on age characteristics were employees with the youngest age being 22 years old with the oldest employee being 57 years old and the average age of employees being 42 years old. The average age of Mangusada Hospital employees is classified as a productive age that is able to work with optimal abilities and skills and physical.

This outer model assessment was conducted to determine the validity and reliability of the indicators and latent variables of the study. Validity was determined using convergent validity and discriminant validity values. Reliability was determined using indicator reliability and internal consistency reliability values.

The convergent validity of the model was determined from the factor loading values and the average variance extracted (AVE) values. Table 4 below shows that the factor loading values ranged between 0.731 and 0.827, which is greater than the 0.70 recommended by Fornell and Larcker (1981). This value indicates that all measurement indicators meet convergent validity requirements and that each indicator is valid in measuring the relevant variable.

Table 4: Convergent Validity

| Indicator | Outer Loading | AVE | Indicator | Outer Loading | AVE |
|-----------|---------------|-------|-----------|---------------|-------|
| X1.1 | 0,795 | 0,628 | X2.1 | 0,799 | 0,604 |
| X1.2 | 0,791 | | X2.2 | 0,771 | |
| X1.3 | 0,756 | | X2.3 | 0,751 | |
| X1.4 | 0,791 | | X2.4 | 0,731 | |
| X1.5 | 0,789 | | X2.5 | 0,775 | |
| X1.6 | 0,808 | | X2.6 | 0,782 | |
| X1.7 | 0,816 | | X2.7 | 0,827 | |
| M1 | 0,810 | 0,618 | Y1 | 0,752 | 0,594 |
| M2 | 0,741 | | Y2 | 0,755 | |
| M3 | 0,799 | | Y3 | 0,761 | |
| M4 | 0,771 | | Y4 | 0,777 | |
| M5 | 0,802 | | Y5 | 0,764 | |
| M6 | 0,793 | | Y6 | 0,782 | |
| | | | Y7 | 0,780 | |
| | | | Y8 | 0,772 | |
| | | | Y9 | 0,780 | |
| | | | Y10 | 0,783 | |

Source: Primary Data, 2025

Validity was calculated using discriminant validity through the cross-loading values listed in Table 5. Table 5 shows that the indicator has the highest correlation with its latent variable compared to other latent variables. This value indicates that all indicators are valid and discriminant validity is met.

Table 5: Cross Loadings

| | Organizational culture | Transformational Leadership | Employee Performance | Organizational Commitment |
|------|-------------------------------|------------------------------------|-----------------------------|----------------------------------|
| M1 | 0.755 | 0.767 | 0.736 | 0.810 |
| M2 | 0.708 | 0.712 | 0.704 | 0.741 |
| M3 | 0.737 | 0.765 | 0.774 | 0.799 |
| M4 | 0.673 | 0.697 | 0.716 | 0.771 |
| M5 | 0.758 | 0.752 | 0.747 | 0.802 |
| M6 | 0.711 | 0.738 | 0.743 | 0.793 |
| X1.1 | 0.749 | 0.795 | 0.755 | 0.763 |
| X1.2 | 0.772 | 0.791 | 0.759 | 0.745 |
| X1.3 | 0.692 | 0.756 | 0.730 | 0.726 |
| X1.4 | 0.740 | 0.791 | 0.755 | 0.740 |
| X1.5 | 0.723 | 0.789 | 0.750 | 0.710 |
| X1.6 | 0.730 | 0.808 | 0.754 | 0.755 |
| X1.7 | 0.744 | 0.816 | 0.770 | 0.773 |
| X2.1 | 0.798 | 0.708 | 0.721 | 0.702 |
| X2.2 | 0.770 | 0.726 | 0.700 | 0.702 |
| X2.3 | 0.750 | 0.696 | 0.713 | 0.678 |
| X2.4 | 0.730 | 0.717 | 0.726 | 0.715 |
| X2.5 | 0.770 | 0.720 | 0.727 | 0.701 |
| X2.6 | 0.781 | 0.723 | 0.721 | 0.721 |
| X2.7 | 0.826 | 0.759 | 0.762 | 0.784 |
| Y1 | 0.665 | 0.729 | 0.752 | 0.687 |
| Y2 | 0.716 | 0.721 | 0.755 | 0.702 |
| Y3 | 0.708 | 0.740 | 0.761 | 0.720 |
| Y4 | 0.759 | 0.738 | 0.777 | 0.758 |
| Y5 | 0.696 | 0.706 | 0.764 | 0.729 |
| Y6 | 0.713 | 0.745 | 0.782 | 0.749 |
| Y7 | 0.729 | 0.735 | 0.780 | 0.735 |
| Y8 | 0.749 | 0.758 | 0.772 | 0.721 |
| Y9 | 0.732 | 0.728 | 0.780 | 0.706 |
| Y10 | 0.717 | 0.727 | 0.783 | 0.715 |

Source: Primary Data, 2025

Reliability values indicate the consistency of results even when measurements are repeated. As a result, calculations that are free from random error can be considered reliable. PLS is used to calculate reliability testing by internal consistency reliability. The composite reliability and Cronbach's alpha values need to be higher than or equal to 0.7 in order to be considered reliable for internal consistency. According to Table 6 below, the latent variables in this study exhibit consistent and dependable results because the combined reliability and Cronbach's alpha results are higher than 0.7.

Table 6: Reliability Test

| | Composite Reliability | Cronbach's Alpha |
|----------------------------------|------------------------------|-------------------------|
| Transformational Leadership (X1) | 0.901 | 0.922 |
| Organizational culture (X2) | 0.890 | 0.914 |
| Organizational Commitment (M) | 0.876 | 0.907 |
| Employee Performance (Y) | 0.924 | 0.936 |

Source: Primary Data, 2025

Table 7: R Square (R²) Value

| Variable | R Square |
|-------------------------------|-----------------|
| Organizational Commitment (M) | 0.900 |
| Employee Performance (Y) | 0.929 |

Source: Primary Data, 2025

The variance of the O Commitment variable is explained by the Transformational Leadership (X1) and Organizational Culture (X2) variables by 90.00 percent. While the remaining 10.00 percent is the contribution of other variables not included in the research model. The variance of the Employee Performance (Y) variable is explained by Transformational Leadership (X1) and Organizational Culture (X2) and Organizational Commitment (M) by 92.90 percent. While the remaining 7.10 percent is the contribution of other variables not included in the research model.

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\ &= 1 - (1 - 0,900)(1 - 0,929) \\ &= 0,9929 \end{aligned}$$

This value indicates that the overall contribution of the Transformational Leadership (X1), Organizational Culture (X2), and Organizational Commitment (M) variables to the Employee Performance (Y) variable is 99.29 percent. The remaining 0.71 percent is contributed by other variables not included in this model. This indicates that the model in this study is fit because it has a value close to 1.

Daryanto et al., (2009) stated that GoF is basically divided into small (<0.1), medium (<0.25), and large (>0.36). This study has a GoF of 0.748. Because the GoF value of this study is >0.36, this research model is very good and able to represent the data according to the theory used. Table 8 below contains the calculation of the Goodness of Fit (GoF) value.

Table 8: Goodness of Fit (GoF)

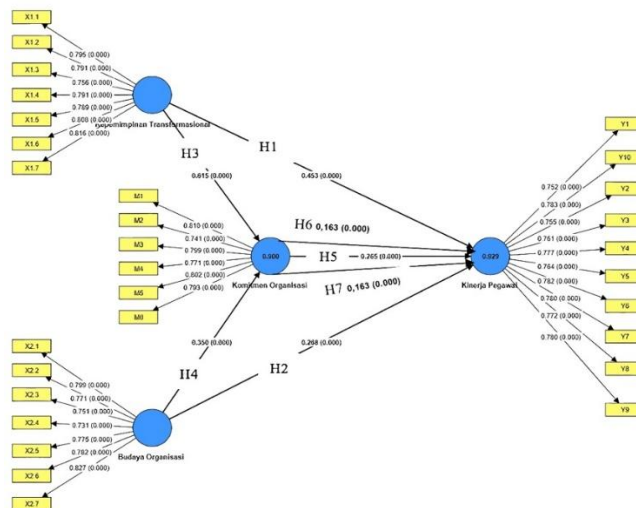
| Variable | AVE | R ² |
|-------------------------------------------|-------|----------------|
| Transformational Leadership (X1) | 0,628 | |
| Organizational culture (X2) | 0,604 | |
| Organizational Commitment (M) | 0,618 | 0,900 |
| Employee Performance (Y) | 0,594 | 0,929 |
| Average | 0,611 | 0,915 |
| GoF = $\sqrt{0,611 \times 0,915} = 0,748$ | | |

Source: Primary Data, 2025

The results of the outer model evaluation in this study indicate that the constructs used in this study are valid and reliable, allowing for further evaluation of the structural model. The results of the structural model evaluation also indicate that the proposed research model is appropriate, allowing for hypothesis testing.

Hypothesis testing is conducted to evaluate whether the relationship between latent variables is significant or not. Hypothesis testing can be calculated from the p-value and the t-statistic. The relationship between two variables is categorized as significant if the p-value is less than 0.05 (5 percent) or the t-statistic is greater than 1.645 (one-tailed test). Based on the research conceptual framework and the results of data analysis using SmartPLS 4.0, the relationship between each research variable is as shown in Figure 9.

Figure 1. Results of data analysis using SmartPLS 4.0



Very helpful information on the connections between the research variables can be found in the significance of the calculated parameters. The value found in the output results for internal weight serves as the foundation for testing the hypotheses. Table 9 displays the expected result for the structural model test.

Table 9: Results of Direct Effect Hypothesis Testing

| No | Relationship between Variables | Path Coefficient | T _{statistic} | P Values | Description |
|----|-------------------------------------------------------------------|------------------|------------------------|----------|-------------------------|
| 1 | Transformational Leadership (X1) → Employee Performance (Y) | 0,453 | 7,788 | 0,000 | H ₁ Accepted |
| 2 | Organizational culture (X2) → Employee Performance (Y) | 0,268 | 4,644 | 0,000 | H ₂ Accepted |
| 3 | Transformational Leadership (X1) → Organizational Commitment (M1) | 0,615 | 9,720 | 0,000 | H ₃ Accepted |
| 4 | Organizational culture (X2) → Employee Performance (M1) | 0,350 | 5,470 | 0,000 | H ₄ Accepted |
| 5 | Organizational Commitment (M1) → Employee Performance (Y) | 0,265 | 4,664 | 0,000 | H ₅ Accepted |

Source: Primary Data, 2025

The results of the data analysis show that the path coefficient value of the influence of Transformational Leadership on Employee Performance is 0.453, with a significance level (p-value) of 0.000 and a t-statistic value of 7.788. The t-statistic value of the data analysis results is greater than the t-table value (1.645) and the p-value is smaller than the alpha (α) value of 0.05. Based on these values, it proves that Transformational Leadership has a positive effect on Employee Performance and this means that the first hypothesis in this study is accepted. The outcome of the data analysis is that the value of the path coefficient of the impact of Organizational Culture on Employee Performance is 0.268 with a p-value of 0.000 and t-statistic value of 4.644. The t-statistic value of the outcome of the data analysis is higher than the t-table value (1.645) and the p-value is less than the alpha (α) value of 0.05. According to these values, it is established that Organizational Culture has a positive influence on Employee Performance and thus the second hypothesis of this study is accepted. The findings of data analysis indicate that the value of path coefficient of the effect of Transformational Leadership on Organizational Commitment is 0.619 with a significance level (p-value) of 0.000 and value of t-statistic equal to 9.720. The value of the t-statistic of the results of data analysis is larger than the value of t-table (1.645) and the p-value smaller than the alpha value (α) of 0.05. Based on these values, it is confirmed that Transformational Leadership positively impacts Organizational Commitment and this indicates that the third hypothesis of this study is accepted. According to the analysis result as in Figure 1, the value of path coefficient between Organizational Culture and Organizational Commitment is 0.350 with a significance level (p-value) of 0.000 and t-statistic value of 5.470. The value of t-statistic for the result of data analysis is lower than the t-table value (1.645) while p-value lower than the alpha (α) value of 0.05. With regard to these values, it is evident that Organizational Culture positively impacts Organizational Commitment and therefore, the fourth hypothesis in this research is confirmed. From the data analysis findings, it is evident that the path coefficient value of Organizational Commitment's influence on Employee Performance is 0.265 with a significance level (p-value) of 0.000 and a t-statistic value of 4.664. The value of the t-statistic of the result of data analysis is more than the t-table value (1.645) and the p-value is less than the alpha (α) value of 0.05. From these values, it is proved that Organizational Commitment positively impacts Employee Performance and thus it means that the fifth hypothesis in this research is accepted.

Table 10: Mediating Relationship of Research Variables

| Mediation Relationship | Coefficient | t-statistic | p-value Descriptions |
|---------------------------------------------------------------------------------------------|-------------|-------------|----------------------|
| Transformational Leadership (X1) → Organizational Commitment (M) → Employee Performance (Y) | 0,163 | 4,115 | 0,000 Accepted |
| Organizational culture (X2) → Organizational Commitment (M) → Employee Performance (Y) | 0,093 | 3,609 | 0,000 Accepted |

Source: Primary Data, 2025

The data analysis results in Table 10 show that the path coefficient of Transformational Leadership on Employee Performance through Organizational Commitment is 0.163, with a significance level (p-value) of 0.000 and a t-statistic of 4.115. The t-statistic value from the data analysis is smaller than the t-table value (1.645) and the p-value is greater than the alpha (α) value of 0.05, indicating a partial mediation effect. These values prove that Transformational Leadership has a positive effect on Employee Performance through Organizational Commitment, thus accepting the sixth hypothesis of this study. The data analysis results in Table 10 show that the path coefficient of Organizational Culture on Employee Performance through Organizational Commitment is 0.093, with a significance level (p-value) of 0.000 and a t-statistic of 3.609. The t-

statistic value of the data analysis results is smaller than the t-table value (1.645) and the p-value is greater than the alpha (α) value of 0.05 which indicates the influence of partial mediation. Based on these values, it proves that Organizational Culture has a positive effect on Employee Performance through Organizational Commitment and this means that the seventh hypothesis in this study is accepted.

The study's findings suggest that RSD Mangusada Badung employees' performance is positively and significantly impacted by transformational leadership. This implies that employee performance will rise in tandem with an increase in transformative leadership. At RSD Mangusada, leadership is a leadership approach that describes how leaders change groups or organisations by establishing, sharing, and exemplifying a vision for the company or work unit and motivating staff to work towards that goal. In addition to providing a sense of security and predictability within the organisation, leaders are able to foster and set an example. This makes employees feel at ease and willing to perform organizational work, hence improving employee performance. The findings of this research concur with Rivai (2020) who discovered that sound transformational leadership has the potential to enhance employee performance and research by Randy et al., (2019) indicated that transformational leadership has a positive influence on employee performance. Irianti & Bernarto (2023) discovered that transformational leadership positively influences employee performance. Tamonob, et al, (2024) discovered that transformational leadership has a tremendous influence on employee performance. A study conducted by Fitri & Putri (2024) discovered that transformational leadership greatly influences employee performance. Dicky (2024) also discovered that transformational leadership has a significant and positive influence on employee performance. Rivai (2020) found that good transformational leadership can improve employee performance, and research by Randy et al. (2019) demonstrated that transformational leadership positively impacts employee performance.

The results of the study indicate that organizational culture has a positive impact on employee performance at RSD Mangusada Badung. This means that if the organizational culture improves, employee performance will also increase. Organizational culture at RSD Mangusada contributes significantly to the organization in achieving its goals. Organizational culture, namely the strength of individuals as supporters of achieving organizational performance, can improve employee performance. The organizational culture adopted at RSD Mangusada plays a role as one of the determinants of good or bad performance. Organizational culture functions as a benchmark or separator regarding employee identity at RSD Mangusada, can trigger commitment and increase the readiness of the RSD Mangusada organizational social system. The results of the study are consistent with the results of Chassanah's (2023) study which showed that organizational culture has a significant effect on employee performance. The results of Jufrizen's (2020) study found that Organizational Culture has a positive effect on Employee Performance at PT PLN (Persero) North Sumatra Regional Main Unit. The findings of Yusuf et al.'s research indicated that organizational culture has a direct relationship with employee performance. Sitio (2021) discovered that organizational culture positively affects employee performance. Panjaitan's (2022) study discovered that organizational culture affects employee performance. Irianti & Berbarto's (2023) study also discovered that organizational culture affects employee performance. Tanjung et al. (2023) also discovered that organizational culture has a significant impact on employee performance in the North Sumatra Provincial People's Representative Council Office. Tamonob et al.'s (2024) study discovered that organizational culture has a significant impact on employee performance. Jufrisen's (2020) study discovered that organizational culture has a positive impact on employee performance.

The findings of the study show that transformational leadership positively contributes to organizational commitment at RSD Mangusada Badung. Therefore, if transformational leadership is enhanced, organizational commitment will be enhanced as well. Leadership in RSD Mangusada has a significant influence on making organizational commitment. The function of a leader is to guide workers in RSD Mangusada activities. Leaders can also develop their subordinates and lead to subordinates having the zeal to work hard. The transformational leadership developed at RSD Mangusada gives the employees encouragement and zeal to accomplish goals. Leaders who are dedicated to focusing on the issues encountered by employees and the growth of individual employees' needs. RSD leaders can enhance workers' work value and self-esteem, making them happy to keep following orders and proud to be subordinates, thus enhancing employee commitment towards RSD Mangusada. The findings in this study are also consistent with the findings of Wahono & Khalikussabir (2022) who established that transformational leadership significantly has a positive effect on the Commitment of PMII Rayon Al-Farabi Members. A study by Fitri & Putri (2024) confirmed that transformational leadership has a direct and positive impact on organizational commitment. A study by Izati & Munawaroh (2025) concluded that the organizational style of leadership impacts employee commitment. This is consistent with the conclusion made by Fitri (2018), which concluded that transformational leadership has a positive impact on organizational commitment. A study by Tjahjono et al. (2018) concluded a positive correlation between transformational leadership and organizational commitment.

The findings from the study show that organizational culture positively influences organizational commitment in RSD Mangusada Badung. This means that if the organizational culture improves, organizational commitment will also increase. This

provides evidence that the organizational culture formed at RSD Mangusada in the form of space for innovation, certainty and comfort in working can increase employee commitment to the organization. Organizational culture at RSD Mangusada is the norms and values that lead to organizational behavior. Every employee behaves according to the prevailing culture and is accepted by the work environment. The organizational culture formed at RSD is the main solution to external and internal problems whose implementation is carried out consistently by leaders and employees who then pass it on to new employees as the right way to understand, think, and feel about external and internal problems. The results of this study are consistent with the results of research by Chowin, et al, (2025) who found that organizational culture has a significant influence on employee organizational commitment at PT. Perkebunan Nusantara IV Regional II, Medan. Research by Fitri & Putri (2024) found that organizational culture has a positive and significant effect on employee performance. Wahono & Khalikussabir's (2022) research also found that organizational culture had a significant positive influence on the commitment of PMII members in the Al-Farabi Rayon. Sabrinasyah & Harahap's (2024) research found a positive relationship between organizational culture and organizational commitment. Rusady et al.'s (2024) research found that a better organizational culture increased organizational commitment at the NTB Regional Police.

The results of the study indicate that organizational commitment has a positive effect on employee performance at RSD Mangusada Badung. This means that if organizational commitment improves, employee performance will also improve. Organizational commitment at RSD Mangusada is the attitude or behavior of employees towards the organization in the form of loyalty and the achievement of the organization's vision, mission, and goals. Organizational commitment is formed through psychological constructs as characteristics of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization. Employees with high organizational commitment have good quality and quantity of work, and have totality and have a strong desire to remain employees at RSD Mangusada. Highly committed employees are in a position to sustain their membership in the organization and can become well-behaved employees and obey the rules stipulated in the organization. The findings in this study are parallel to the findings of Nashrullah & Saragih (2020) which revealed that organizational commitment has a positive impact on employee performance. The findings of Rudini's (2024) research indicated that organizational commitment can enhance the performance of ASN in the Regional Secretariat of East Waringin City. Nugroho et al. (2019) conducted a study that indicated employees with high organizational commitment can enhance their performance. This is supported by Nashrullah & Saragih's (2020) study, which indicated organizational commitment has a positive impact on employee performance. Studies by Rudini (2024) concluded that organizational commitment can enhance the performance of ASN in the Regional Secretariat of East Waringin City. Studies by Fitri & Putri (2024) also concluded that organizational commitment has a significant and positive impact on employee performance. Studies by Anggara et al. (2022) concluded that organizational commitment has a significant and positive impact on employee performance. Research by Sitio (2021) also found that organizational commitment has a positive effect on employee performance.

The findings of the study show that organizational commitment mediates the effects of transformational leadership on employee performance in Mangusada Hospital, Badung. This confirms that organizational commitment in Mangusada Hospital can serve as a bridge to facilitate the leadership role in achieving superior employee performance. Transformational leadership in Mangusada Hospital results in high performance in an organization under pressure to renew and change. Leadership at Mangusada Hospital is the capability of leadership to motivate and inspire workers to deliver improved results than anticipated. Transformational leadership has an important function in developing employees' commitment by providing direction for change in the positive direction. The function of leadership at Mangusada Hospital is to lead employees in organizational operations, building enthusiasm and commitment to work effectively. Effective transformational leadership can improve organizational commitment in all operations, hence promoting better performance by employees. These findings are in support of studies conducted by Fitri & Putri (2024), who concluded that transformational leadership positively and significantly impacts employee performance with organizational commitment as an intervening variable. Suryani et al. (2024) concluded that transformational leadership has a positive impact on employee performance, with organizational commitment as a mediating variable. Suartika et al. (2024) reported that transformational leadership has a positive impact on employee performance, with organizational commitment as a mediating variable. Malik et al. (2024) reported that transformational leadership has a positive impact on employee performance through organizational commitment as an intervening variable.

The findings of the study show that organizational commitment can mediate organizational culture's effect on employee performance in RSD Mangusada Badung. This confirms that organizational commitment of RSD Mangusada can serve as a bridge in improving organizational culture's role towards achieving enhanced employee performance. Employee commitment in RSD Mangusada is an agreement to organizational objectives, in addition to the desire to remain as members of the organization. High employee commitment in RSD Mangusada can enhance maximum performance. Organizational commitment in employees may be enhanced by enhancing the organizational cognitive structure encompassing attitudes, values, behavioral norms and expectations provided by organizational members. A more powerful organizational culture with

enhanced professionalism, trustworthiness with colleagues, and orderliness will enhance the relative power of individual identification and participation in the organization. This study's findings support Fitri & Putri's (2024) study findings that organizational culture was positively and significantly influencing employee performance with organizational commitment as a mediating variable. A study conducted by Suryani, et al, (2024) revealed that organizational culture positively impacts employee performance with organizational commitment as an intervening variable. Suartika et al. (2024) revealed that organizational culture has a positive impact on employee performance with organizational commitment as an intervening variable. Malik et al.'s (2024) study revealed that organizational culture has a positive impact on employee performance with organizational commitment as an intervening variable.

V. CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that transformational leadership has a positive and significant effect on employee performance at RSD Mangusada Badung. This means that if transformational leadership increases, employee performance will also increase. Organizational culture has a positive and significant effect on employee performance at RSD Mangusada Badung. This means that employee performance will increase together with an increase in organisational culture. In RSD Mangusada Badung, transformational leadership contributes significantly and positively to organisational commitment. This means that organisational commitment will increase together with an increase in transformative leadership. In RSD Mangusada Badung, organisational commitment is positive and significantly influenced by organisational culture. This suggests that organisational commitment will increase proportionally with an increase in organisational culture. Organisational commitment positively and significantly influences employee performance at RSD Mangusada Badung. This suggests that employee performance will increase proportionally with an increase in organisational commitment. Organisational commitment can potentially serve as a mediator between transformational leadership and worker performance at RSD Mangusada Badung. This means that employee performance will increase alongside an improvement in organisational commitment. In RSD Mangusada Badung, organisational commitment can be used as a mediator between organisational culture and employee performance. This means that organisational commitment is how transformative leadership influences workers' performance.

It is advised that the leaders of RSD Mangusada establish open communication, hear feedback, and reward the performance of the employees. Also, provide a friendly and cozy working atmosphere, and engage employees in decision-making to enhance employee relations. The agency must alleviate the low comfort of employees by enhancing physical facilities and the work climate, enhancing communication and cooperation, and enhancing skills and training to enhance the quality of work. Participants in this research, i.e., RSD Mangusada workers, must never give up and stay focused on measures to enhance their prospects of obtaining a new job. The leaders of RSD Mangusada should be advised to engage in training, skill building, enhancing communication, and transforming leadership behaviors that are more facilitative of staff autonomy and decision-making so that they can enhance their performance.

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