

The Influence of Transformational Leadership and Organizational Culture on Employee Performance Through Organizational Commitment As A Mediating Variable

IRFAN MAULANA

Master of Management, Faculty of Economics and Business, Paramadina University, Indonesia

DIDIN HIKMAH PERKASA

Master of Management, Faculty of Economics and Business, Paramadina University, Indonesia

ABSTRACT: *The purpose of this study is to examine that transformational leadership has a significant influence on organizational commitment; organizational culture has a significant influence on organizational commitment; organizational commitment has a significant effect on employee performance; transformational leadership has a significant effect on employee performance; organizational culture has a significant effect on employee performance; leadership transformational has a significant influence on employee performance; transformational leadership has a significant effect on employee performance mediated by organizational commitment; and organizational culture has a significant influence on employee performance mediated by organizational commitment. The population in this study is employees at PT. Wika Realty in Jakarta with a sample size of 250 respondents. Data analysis using SEM with a CB-SEM approach with the help of the IBM SPSS AMOS 26 program in data processing. These findings suggest that transformational leadership has an immediate and significant positive effect on organizational commitment; organizational culture has a direct and significant positive effect on organizational commitment; organizational commitment has a positive and significant effect on employee performance; transformational leadership has a direct and significant negative effect on employee performance; organizational culture has a direct and significant positive effect on employee performance; Transformational leadership has an indirect and significant positive effect on employee performance mediated by organizational commitment; and organizational culture has an indirect and significant positive effect on employee performance mediated by organizational commitment.*

Keywords: *Transactional Leadership; organizational culture; Organizational Commitment; and Employee Performance.*

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I. INTRODUCTION

Human resources (HR) are one of the production factors as well as a strategic asset that is very important in encouraging the progress and success of an organization. To create quality and skilled human resources, structured planning and management are needed through the human resource management function. Therefore, the role of human resource management is crucial in ensuring the creation of a superior workforce and able to support the achievement of organizational goals. The organization itself is a forum for a group of individuals, consisting of leaders and members, who have a common goal both in the short and long term. To achieve this goal, companies are required to constantly improve the quality of human resources to be able to compete in an increasingly competitive business climate. The progress of an organization, indirectly, is determined by its stakeholders, especially by the leadership style applied.

Leadership is the process of influencing others not through coercion, but by generating motivation and work spirit to jointly achieve organizational goals. The effectiveness of achieving organizational goals is often a reflection of a leader's success. On the other hand, employees or subordinates tend to judge leadership effectiveness based on their level of job satisfaction and commitment to the organization. One of the relevant leadership approaches in the context of modern organizations is transformational leadership. This leadership style is oriented towards the vision of the future, able to anticipate changes in the environment, and transform these changes into opportunities in the organization. Transformational leaders not only provide direction, but also

inspire and lead by example, empower employees, and encourage innovation and creativity. In this context, transformational leadership has been proven to have a positive influence on organizational commitment, namely emotional attachment, identification, and employee engagement with the organization. When employees feel that their leaders care, inspire, and involve them in decision-making, a stronger sense of ownership of the organization grows. This commitment encourages them to make their best contribution.

Furthermore, organizational commitment plays a mediator in the relationship between transformational leadership and employee performance. This means that transformational leadership not only has a direct impact on performance improvement, but also indirectly through strengthening employee commitment to the organization. Employees who have high commitment will show better loyalty, work morale, and productivity. They also tend to be proactive, cooperative, and more prepared to face challenges in their work. The commitment of the organization itself directly has a positive influence on employee performance. When employees have a high sense of attachment and responsibility to the organization, they will be encouraged to work optimally to realize the company's vision and mission. This commitment encourages employees to exceed job expectations, maintain integrity, and maintain harmonious and collaborative working relationships. Thus, organizational commitment is not only an indicator of loyalty, but also a key determinant in achieving high performance.

In accordance with the research conducted Nugroho et al., (2020) and Jiatong et. al., (2022) proving that transformational leadership has a significant effect on organizational commitment and employee performance. Then, other research from Fadilah et al., (2023) Reinforcing evidence that transformational leadership has a positive and significant effect on employee performance through organizational commitment. However, other research from Raveendran, (2019) also reveals that transformational leadership does not Significant affect employee performance mediated by organizational commitment. Furthermore, another study from Sukotjo et al., (2023) reinforcing evidence that organizational commitment plays a mediator in the influence of transformational leadership on employee performance. Thus, strengthening organizational commitment is a strategic key in building superior and highly competitive human resource performance. Transformational leadership not only inspires the direction of change, but also creates a work atmosphere that can foster employee loyalty and dedication to the organization.

One of the companies that has been consistent in developing quality human resources is PT Wika Realty, which was established in 2000 as a subsidiary of PT Wijaya Karya (Persero) Tbk. This company has grown from a property developer to a hospitality state-owned holding, with a portfolio that extends to hotel management and hotel operators. However, in its implementation, the management of PT Wika Realty also faces challenges in human resource management, which has an impact on fluctuations in employee performance. Based on the data of the performance assessment of employees of PT. From 2018 to 2021, there was an inconsistent decline and increase in performance. In 2018, it recorded a performance value of 86.86, decreased to 85.69 in 2019 (a decrease of 1.17%), then increased to 87.58 in 2020 (an increase of 1.89%), and rose again in 2021 to 88.44 (an increase of 0.86%). These fluctuations show that performance achievement is not optimal and is suspected to be influenced by leadership factors and organizational culture. Ineffective leadership and an unsupportive organizational culture can be an obstacle to achieving maximum employee performance. Therefore, it is important to examine more deeply the influence of transformational leadership and organizational culture on employee performance, especially in the context of PT Wika Realty. This research is expected to contribute to more effective human resource development efforts and encourage the creation of a productive and adaptive work culture in the midst of modern organizational dynamics.

On the other hand, organizational culture plays an equally important role. Organizational culture reflects the value system, norms, and habits that apply in the work environment and serves as a code of conduct for all members of the organization. A strong and positive culture can create a conducive work atmosphere, increase a sense of belonging, and strengthen employee commitment to the organization. When an organizational culture supports participation, innovation, and cooperation, employees tend to have a higher level of commitment, which ultimately positively impacts their performance.

In accordance with research conducted by Jiatong et. al., (2022) and Korda & Rachmawati, (2022) It also proves that organizational culture has a positive and significant effect on organizational commitment and employee performance. Furthermore, other research from Vavan et al., (2022) reinforcing evidence that organizational culture has a positive and significant effect on organizational commitment and employee performance as well. In addition, in the study Korda & Rachmawati, (2022) It also proves that organizational culture has a positive and significant effect on employee performance which is mediated by employee commitment in the organization.

In this context, organizational culture also deserves the same attention, as an unsupportive work culture can be an obstacle to performance even though the leadership style has been transformational. This condition can be seen in PT Wika Realty, a subsidiary of PT Wijaya Karya (Persero) Tbk, which although known for being progressive in human resource development, still experiences fluctuations in employee performance. Based on data from 2018 to 2021, it can be seen that employee performance has experienced an unstable decline and

increase. This condition indicates that there are other factors, such as leadership and organizational culture, that need to be studied more deeply. As such, it becomes important to take an in-depth look at how organizational culture and transformational leadership affect employee performance, as well as how organizational commitment plays a mediator in those relationships. This research is expected to make a theoretical and practical contribution to the development of superior human resources, as well as create a productive and adaptive work culture in the midst of modern organizational dynamics. Based on the description, the formulation of the problem in this study is (1) what is the transformational leadership effect on organizational commitment?; (2) what is the organizational culture effect on organizational commitment?; (3) what is the organizational commitment effect on employee performance?; (4) what is the transformational leadership effect on employee performance?; (5) what is the organizational culture effects employee performance; (6) what is the transformational leadership effect employee performance mediated by organizational commitment?; (7) and what is the organizational culture effect on employee performance mediated by organizational commitment?.

II. LITERATURE REVIEW

Transformational Leadership

According to Robbins & Judge (2017:262), Transformational leadership is leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization with individualized friendliness, intellectual stimulation, and ideal influence will all result in extra effort from workers for better organizational effectiveness, whereas according to Shawn, (2019:107), Transformational leadership is leadership that influences employees to make employees feel a sense of confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected.

Organizational Culture

According to Robbins & Judge (2017:335), Organizational culture is a system of sharing meaning carried out by members that distinguishes an organization from other organizations. Then, according to Hasibuan, (2021:5), Organizational culture is a formal union system of two or more people working together to achieve a specific goal. Therefore, for some organizations, culture can be a major obstacle to change. Meanwhile, according to Afandi, (2021:97), organizational ethics is a system of values, assumptions, beliefs, philosophies, and organizational habits that exist in an organization. The conclusion from the above discussion is that organizational culture is a trusted value system developed by an organization that becomes a guideline for the behaviour of its own members

Organizational Commitment

According to Jex & Britt, (2015:125), An organization's commitment is which employees are dedicated to the organization that employs them and are willing to work on their behalf, and the likelihood that they will retain membership. It states that an employee's commitment to the organization he or she is working for and willingness to work on behalf of or in the interests of the organization, and the likelihood of maintaining its membership. Meanwhile, according to Robbins & Judge (2017:47), Organizational commitment is the degree to which a worker identifies an organization, his or her goals and expectations for remaining a member.

Employee Performance

According to Sigh, (2016:482), Performance is the result or level of success of a person or as a whole over a certain period of time in carrying out a task compared to various possibilities, such as work performance standards, goals or objectives or criteria that have been predetermined and mutually agreed. Then, according to Sutrisno, (2017:123), Employee performance is the result of employee work seen in the aspects of quality, quantity, working time and cooperation to achieve the goals that have been set by the organization.

The Relationship Between Variables and Research Hypothesis Formulation

The Influence of Transformational Leadership on Organizational Commitment

Leadership Transformational is a leadership style that is able to inspire, motivate, and transform the values and behaviors of its subordinates to achieve higher organizational goals. Transformational leaders focus not only on achieving short-term goals, but also on the long-term development of their team members. According to Robbins & Judge (2017:466), Transformational leaders are able to increase organizational commitment because they foster a sense of belonging, trust, and engagement of employees in the work and mission of the organization. The organization's commitment itself reflects the extent to which employees identify with the organization and desire to remain a part of the organization. Furthermore, according to Yukl, (2020:329), leadership style transformational correlates positively and significantly to organizational commitment because the leader is able to foster a collective spirit and provide a clear and meaningful vision for his followers.

In accordance with research conducted by Jiatong et. al., (2022) proving that transformational leadership has a significant effect on organizational commitment. Then, other research from Jiatong et. al., (2022) also proves that transformational leadership has a positive and significant effect on organizational commitment. Furthermore, other research from Fadilah et al., (2023) reinforcing evidence that transformational leadership has a positive and significant impact on organizational commitment. Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is.

H1: Transformational leadership has a significant effect on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

Organizational culture is a system of values, beliefs, norms, and practices that are shared by members of an organization and that influence the way they act and interact in the workplace. A strong and positive culture is able to create a conducive work environment, increase loyalty, and strengthen employees' emotional attachment to the organization. According to Robbins & Judge (2017:512), A strong organizational culture will shape individual behavior and attitudes within the organization, including in increasing organizational commitment. A positive culture provides a sense of identity for members of the organization, strengthens shared values, and encourages the creation of a collective spirit in achieving common goals. An organizational culture that supports innovation, teamwork, fairness, and appreciation for individual contributions, will increase feelings of being valued and accepted in the work environment. This is one of the main drivers for employees to be more committed and persist in the organization. Then, according to Schein (2017:170), Organizational culture has a fundamental role in shaping members' behavior and developing their attachment to the organization. When organizational values align with employees' personal values, there will be alignment that encourages a stronger commitment to the organization.

In accordance with research conducted by Jiatong et. al., (2022) proving that organizational culture has a significant effect on organizational commitment. Then, other research conducted by Korda & Rachmawati, (2022) It also proves that organizational culture has a positive and significant effect on employee performance. Furthermore, other research from Vavan et al., (2022) Reinforcing evidence that organizational culture has a positive and significant effect on organizational commitment. Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is.

H2: Organizational culture has a significant effect on organizational commitment.

The Influence of Organizational Commitment on Employee Performance

According to Robbins & Judge (2017:541), employee performance itself is the result of work achieved by a person in carrying out his duties and responsibilities based on the standards set by the organization. Then, according to Luthans, (2021:144), Employees who have a high level of commitment tend to show a consistent presence, discipline, and have a high work ethic. They are more concerned about the success of the organization and voluntarily make extra contributions to achieve the organization's goals. An increase in organizational commitment is able to significantly improve the quality, quantity, and efficiency of employee work. The higher the organizational commitment that an employee has, the higher the performance. This shows that there is a positive relationship between organizational commitment and employee performance.

In accordance with research conducted by Jiatong et. al., (2022) Proving that organizational commitment has a significant impact on employee performance. Then, other research from Vavan et al., (2022) It also proves that organizational commitment has a significant effect on employee performance. Furthermore, another study from Korda & Rachmawati, (2022) Strengthen evidence that organizational commitment has a positive and significant effect on employee performance. Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is.

H3: Organizational commitment has a significant effect on employee performance.

The Influence of Transformational Leadership on Employee Performance

According to Robbins & Judge (2017:420), Transformational leadership is essential in creating a dynamic and innovative work environment. Leaders with this style are able to encourage employees to think creatively, build trust, and show greater loyalty to the organization's goals. Employee performance, as a result of work achieved based on the standards determined by the organization, is greatly influenced by the leadership style applied. Transformational leadership can significantly improve performance through increased motivation, confidence, and a sense of belonging to the organization.

In accordance with research conducted by Nugroho et al., (2020) proving that transformational leadership has a positive and significant effect on employee performance. Then, the research conducted by Jiatong et. al., (2022) It also proves that transformational leadership has a significant effect on performance. Furthermore, in other research, it is also from Jiatong et. al., (2022) also reveals that transformational leadership has a positive and significant effect on performance employee. Based on the theoretical and empirical studies expressed above, the

hypothesis taken in this study is.

H4: Transformational leadership has a significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance

According to Schein (2017:10), Organizational culture is a pattern of basic assumptions invented, developed, and developed by a group of people as a way to address the problem of external adaptation and internal integration, which has worked well enough to be considered legitimate and taught to new members as the correct way to understand, think, and feel. Then, according to Robbins & Judge (2017:563), organizational culture is a system of values, beliefs, and norms that are embraced together in an organization that forms the behavior pattern of organizational members. Organizational culture plays an important role in creating a conducive work environment and improving employee performance.

A strong organizational culture is characterized by values that are consistent, understood and applied by all members of the organization. This culture is able to create identity, increase loyalty, and encourage high morale. As a result, employee performance will increase because they feel they have a clear direction and feel valued in the organization. The results of the study show that organizational culture has a positive and significant relationship with employee performance. A positive culture can increase job satisfaction, motivation, and loyalty, thus having an impact on individual and team productivity.

In accordance with research conducted by Diantara et al., (2022) proving that organizational culture has a significant effect on employee performance. Then, other research conducted by Korda & Rachmawati, (2022) Revealing organizational culture can have a positive and significant effect on improving employee performance. Furthermore, another study from Vavan et al., (2022) Reinforcing evidence that organizational culture has a positive and significant effect on employee performance. Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is.

H5: Organizational culture has a significant effect on employee performance.

The Influence of Transformational Leadership on Employee Performance Mediated by Organizational Commitment

Transformational leadership is a leadership style in which leaders work with teams to identify needed changes, create a vision to guide change through inspiration, and implement change alongside committed team members. Transformational leaders focus on developing and motivating subordinates to achieve higher performance. According to Bass & Riggio, (2006:3), Transformational leadership involves leaders who inspire and motivate subordinates to transcend personal interests for the sake of the organization, ultimately improving employee performance. Organizational commitment refers to the degree to which employees feel emotionally attached to their organization.

In accordance with research conducted by Almutairi, (2016) proving that organizational commitment mediates the influence of transformational leadership on employee performance. However, other research from Raveendran, (2019) also reveals that transformational leadership does not Significant affect employee performance mediated by organizational commitment. Then, other research from Fadilah et al., (2023) proving again that transformational leadership has a positive and significant effect on employee performance through organizational commitment. Furthermore, another study from Sukotjo et al., (2023) reinforcing the evidence that the Organizational Commitment Plays a Mediator in the Influence of Transformational Leadership on Employee Performance, Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is.

H6: Transformational leadership has a significant effect on employee performance mediated by organizational commitment.

The Influence of Organizational Culture Through Organizational Commitment on Employee Performance

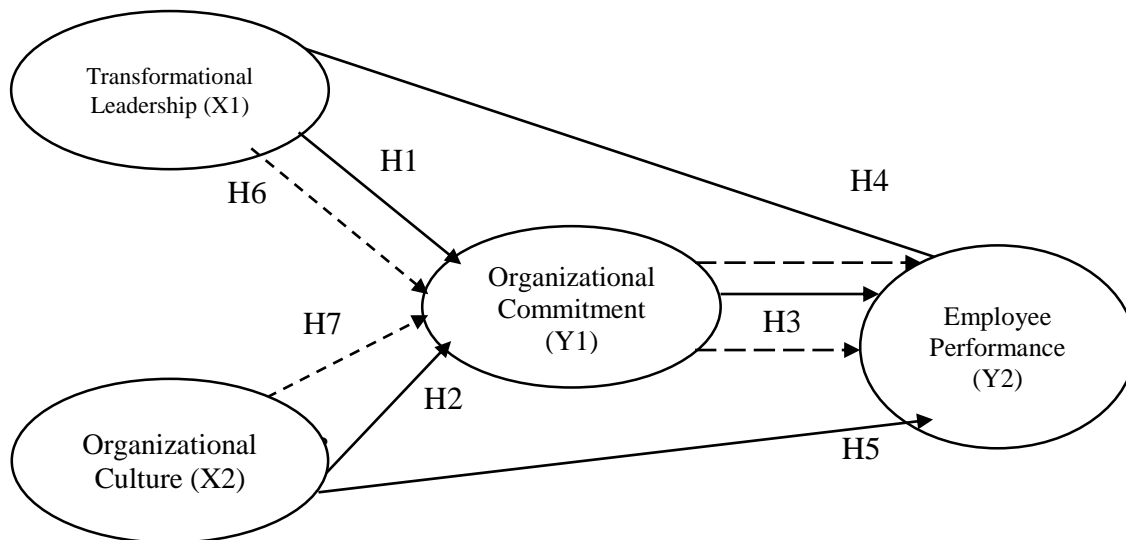
According to Sopia, (2020:189), employees who feel a positive work culture tend to have a high level of commitment, and this has an impact on increasing productivity and achieving work targets. Then, according to Luthans, (2021:145), a strong organizational culture creates a stable and conducive work environment, which ultimately drives improved employee performance. Cultural values internalized by employees will encourage alignment between individual and organizational goals. Meanwhile, organizational commitment is the level of employee attachment to the organization, including the extent to which employees feel they belong, belong, and want to remain part of the organization. Thus, organizational commitment can be a mediating variable between organizational culture and employee performance. This means that the influence of organizational culture on performance will be stronger if employees have a high commitment to the organization.

In accordance with research conducted by Nikpour, (2017) Proving that organizational commitment has a positive and significant effect in mediating the influence of organizational culture on employee performance. Then, other research from Korda & Rachmawati, (2022) It also proves that organizational culture has a positive

and significant effect on employee performance which is mediated by employee commitment in the organization. Based on the theoretical studies and empirical studies expressed above, the hypothesis taken in this study is. H7: Organizational culture has a significant effect on employee performance mediated by organizational commitment.

Research Conceptual Framework

Figure 1. Research Conceptual Framework



III. RESEARCH METHODS

Operational Definition

1. Transformational Leadership (X1)

Transformational leadership refers to the ability of leaders to inspire, motivate, and empower employees to achieve optimal performance through a clear vision, effective communication, and exemplary attitudes and values in leaders at PT. Wika Realty, Jakarta.

2. Organizational Culture (X2)

Organizational culture refers to the shared values, norms, beliefs, and habits that guide the work behavior of employees and management at PT. Wika Realty in Jakarta. This culture shapes the company's identity and reflects the way of working, communication, and decision-making that prevails in the organizational environment.

3. Organizational Commitment (Y1)

Organizational commitment refers to the emotional attachment, loyalty, and strong desire of employees to actively contribute to the achievement of the Company's goals at PT. Wika Realty, Jakarta. This commitment reflects employee engagement levels, a sense of belonging to the company, and a desire to remain part of the organization.

4. Employee Performance (Y2)

Employee performance refers to individual work results as measured based on their effectiveness, efficiency, and contribution in achieving organizational goals at PT. Wika Realty, Jakarta. This performance includes aspects of quantity and quality of work, punctuality, initiative, and responsibility. are the results of work achieved by employees in carrying out their duties and responsibilities in accordance with the work standards that have been set at PT Wika Realty, Jakarta.

Population & Sample

The population is employees of PT Wika Realty. Based on PT Wika Realty data for 2023-2024, the total number of employees reaches 300 people. In addition, for the determination of the maximum number of samples in SEM, the determination of samples depends on the number of research indicators multiplied by 25 to 10. For this, the number of samples in this study is 250 respondents which are taken based on the calculation of the number of indicators, which is 25 times 10.

Analysis Method

According to Thakkar (2020:1), structural equation modeling (SEM) is a multivariate quantitative technique used to describe the relationships between observed variables. This technique helps researchers to test or validate theoretical models for theoretical and extension testing. Multivariate analysis is carried out with the aim of helping researchers conduct in-depth explanatory analysis with the necessary statistical efficiency. As a result, the researchers wanted to verify the extent to which the hypothesized theoretical model was adequate for the sample data.

IV. ANALYSIS AND DISCUSSION

Structural Equation Modelling (SEM) with CB_SEM Approach

Evaluation of SEM Assumptions

Multivariate Normality

Data normality testing was carried out using the criteria of a critical ratio (CR) skewness value of 2.58 at a significance level of 0.01 which is normally distributed or has met the assumption of normality, if the critical ratio value of skewness value kurtosis value is below 2.58, then the normal data is multivariate. The following is a test of data normality as seen in Table 1 below.

Table 1. Results of the Multivariate Normality Test

Variable	Min	Max	Leaning	C.R.	Kurtosis	C.R.
Y25	3,000	5,000	-,220	-1,273	-,609	-1,758
Y24	3,000	5,000	-,165	-,954	-,554	-1,599
Y23	3,000	5,000	-,304	-1,758	-,724	-2,090
Y22	3,000	5,000	-,435	-2,510	-,688	-1,985
Y21	3,000	5,000	-,247	-1,427	-,634	-1,831
Y13	3,000	5,000	-,242	-1,397	-,646	-1,864
Y12	3,000	5,000	-,137	-,790	-,569	-1,642
Y11	3,000	5,000	-,180	-1,038	-,702	-2,026
X25	3,000	5,000	-,352	-2,032	-,701	-2,024
X24	3,000	5,000	-,354	-2,042	-,666	-1,922
X23	3,000	5,000	-,354	-2,042	-,666	-1,922
X22	3,000	5,000	-,082	-,474	-,448	-1,293
X21	3,000	5,000	-,238	-1,375	-,614	-1,772
X15	1,000	5,000	-,188	-1,086	-,638	-1,842
X14	1,000	5,000	-,313	-1,806	-,575	-1,660
X13	1,000	5,000	-,181	-1,043	-,838	-2,418
X12	1,000	5,000	-,271	-1,563	-,725	-2,094
X11	1,000	5,000	-,318	-1,834	-,494	-1,427
Multivariate					10,413	2,482

Source: IBM SPSS Amos Graphics 26.

According to Table 1 above, it can be seen that the normality test is univariate, namely skewness and kurtosis at a CR value below 2.58, meaning that the data distribution is distributed in a univariate normal. Likewise, it can be seen that the multivariate value is 10.413 with a critical ratio (CR) value of 2.482 which means that it can be concluded that the distribution of data is normally multivariate because it is less than 2.58.

Evaluation of Measurement Model / Confirmatory Factor Analysis

Before conducting structural level testing, first evaluate the measurement model in confirmatory factor analysis (CFA) using standardized regression weight as a loading factor as shown in Table 2 below.

Table 2. Convergent Validity Test Results Using Standardized Regression Weights

	Guess
X11 <--- X1	,701
X12 <--- X1	,629
X13 <--- X1	,856
X14 <--- X1	,788
X15 <--- X1	,816
X21 <--- X2	,792
X22 <--- X2	,820
X23 <--- X2	,813
X24 <--- X2	,862
X25 <--- X2	,861
X26 <--- X2	,205
X27 <--- X2	,242

	Guess
Y11 <--- Y1	,639
Y12 <--- Y1	,886
Y13 <--- Y1	,777
Y21 <--- Y2	,621
Y22 <--- Y2	,717
Y23 <--- Y2	,816
Y24 <--- Y2	,699
Y25 <--- Y2	,712

Source: IBM SPSS Amos Graphics 26, Processed in 2025.

According to Table 2, there are two invalid indicators above that need to be removed. Therefore, a rerun was carried out as seen in Table 3 below.

Table 3. Convergent Validity Test Results Using Standardized Regression Weights After Discarding Invalid Indicators

	Guess
X11 <--- X1	,701
X12 <--- X1	,629
X13 <--- X1	,856
X14 <--- X1	,788
X15 <--- X1	,816
X21 <--- X2	,789
X22 <--- X2	,821
X23 <--- X2	,817
X24 <--- X2	,864
X25 <--- X2	,861
Y11 <--- Y1	,639
Y12 <--- Y1	,886
Y13 <--- Y1	,777
Y21 <--- Y2	,622
Y22 <--- Y2	,718
Y23 <--- Y2	,817
Y24 <--- Y2	,699
Y25 <--- Y2	,712

Source : IBM SPSS Amos Graphics 26.

According to Table 3 above, after discarding the invalid indicators, all manifest variables or items measured in each component have loading factor values, both exogenous and endogenous, above 0.50. So, it can be said that the measured research instrument is valid with the highest loading factor in the X1 construct being X1.3 of 0.856; the X2 construct being X2.4 of 0.864; Then, the Y1 construct is Y1.2 by 0.886 and the Y2 construct is Y2.3 by 0.817. In addition, in addition to the convergent validity test, discriminatory validity testing can also be carried out using the average variance extracted at the cut off value must be above 0.50 and the variance extracted (VE) is also above 0.50. In addition, to see the consistency of a research instrument in the measurement model, a realism test can be used which is reflected in the composite reality value with a cut off value must be above 0.70. The following are the results of the realism test with composite reliability; variance is extracted; and the extracted mean variance (AVE) calculated manually using Microsoft Excel as seen in Table 4 below.

Table 4. Results of the Reality Test and the Discriminant Validity Test

Variable (i)	Building Items (ii)	Standard Regression Weights (iii)	Error (iv)	Composite Reality (v)	Extracted Variance (vi)	Average Variance Extracted (AVE) (vii)
Transformational Leadership (X1)	X1.1	0.701	0.509	0.791	0.581	0.762
	X1.2	0.629	0.604			
	X1.3	0.856	0.267			
	X1.4	0.788	0.379			
	X1.5	0.816	0.334			

Variable (i)	Building Items (ii)	Standard Regression Weights (iii)	Error (iv)	Composite Reality (v)	Extracted Variance (vi)	Average Variance Extracted (AVE) (vii)
Organizational Culture (X2)	X2.1	0.789	0.377	0.806	0.690	0.831
	X2.2	0.821	0.326			
	X2.3	0.817	0.333			
	X2.4	0.864	0.254			
	X2.5	0.861	0.259			
Organizational Commitment (Y1)	Y1.1	0.639	0.592	0.697	0.599	0.774
	Y1.2	0.886	0.215			
	Y1.3	0.777	0.396			
Employee Performance (Y2)	Y2.1	0.622	0.613	0.781	0.657	0.811
	Y2.2	0.718	0.484			
	Y2.3	0.817	0.333			
	Y2.4	0.699	0.511			
	Y2.5	0.712	0.493			

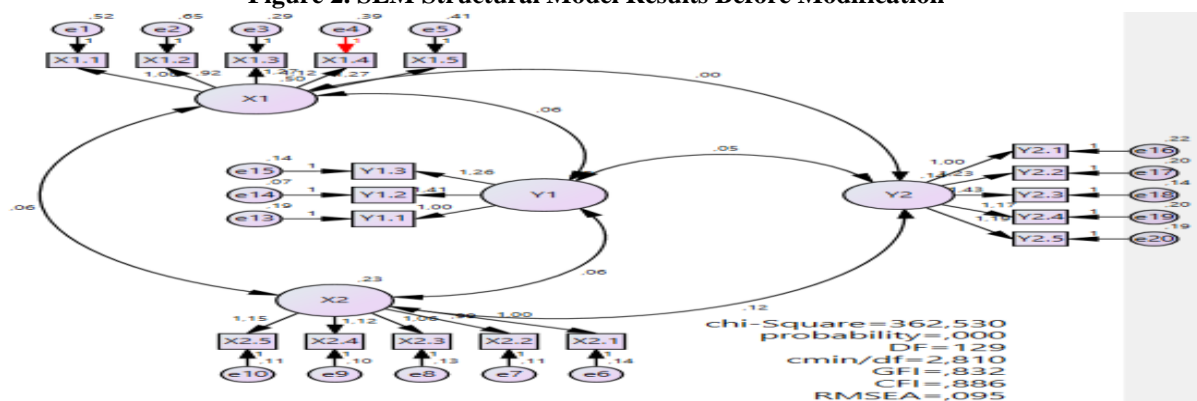
Source: Microsoft Excel Processed Data.

According to Table 4 above, the composite reliability value > 0.70 which means that each measurement item that measures a consistent/reliable construct and an extracted variance value > 0.50 or not less than 0.50 means that the construct contains a variation of the measurement item data that measures it.

Evaluation of Model Feasibility (Goodness of Fit)

Assessing the goodness of fit aims to find out to what extent the model formed matches or fits with the data sample. The following results of the goodness of fit test can be seen in Figure 2 below.

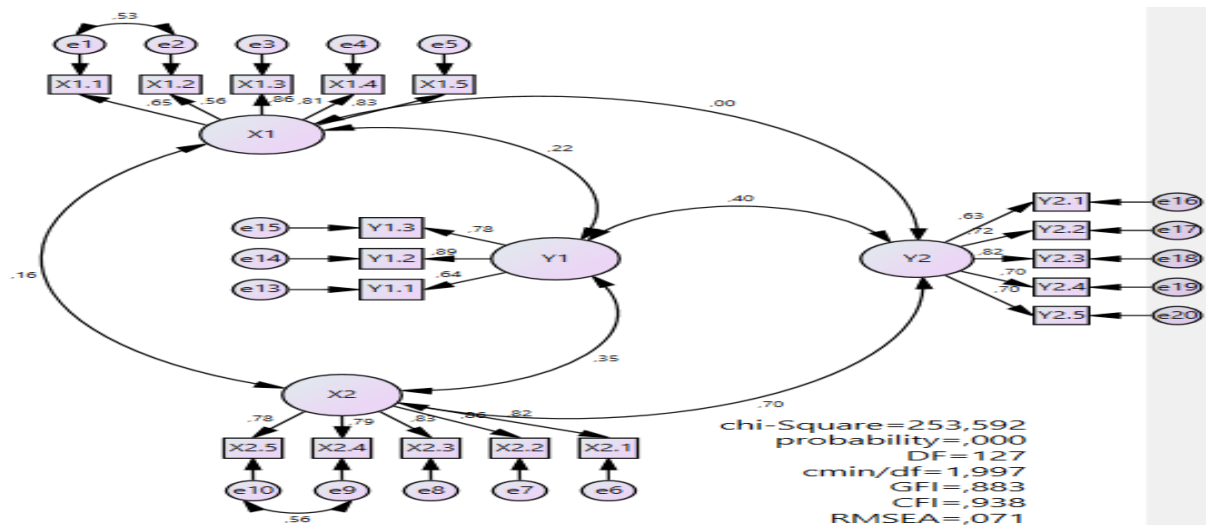
Figure 2. SEM Structural Model Results Before Modification



Source : IBM SPSS Amos Graphics 26.

As per the picture 3 The above shows that there is a causal relationship (regression) between latent variables reflected in one arrow in the endogenous construct to be tested based on the theory and empirical that has been determined and there is a covariate or correlation relationship reflected in two curved arrows in the exogenous construct. However, in Figure 5.2 there are also the results of the model feasibility test which is the most important according to the recommendations Hair, al., (2019 : 641), Explain that Researchers must report at least one incremental index and one absolute Index. From the Image result 3 The CFI value of 0.886 is less than 0.90 while the RMSEA of 0.095 is greater than 0.08 so that the feasibility of the model does not meet the standards or threshold values or the established tresshold so it needs to be modified to produce better results. To modify a model whose value is reflected in modification indexes (MI) by convariating between errors in a construct or variable. According to this, according to Necklace (2020:69), add the covariance between the error terms in the same construction. Therefore, here is about the modified model as seen in Figure 3 below.

Figure 3. SEM Structural Model Results after Modification



Source : IBM SPSS Amos Graphics 26.

According to Figure 3 above, it can be seen that the model has been modified which from these results can be determined to evaluate the model after modification, the results of which can be seen in Table 5 below.

Table 5. Model Feasibility Test Results (Godness of Fit) After Index Modification

Index Model Feasibility Test	Violation	Analysis Results	Model Evaluation
Absolute Fit Size			
Chi-Square (X2)	df = 127 with $\alpha = 0.05$ X2 Table (181.993)	253,592	Less suitable
Sig (probability)	≥ 0.05	0.000	Less suitable
RMSEA	< 0.08	0.071	Appropriate
GFI	≥ 0.90	0.832	Acceptable matches
CMIND/DF	< 2.00	1,997	Appropriate
AGFI	≥ 0.90	0.843	Marginal matches
RMR	< 0.05	0.033	Appropriate
TLI	> 0.90	0.926	Appropriate
Incremental Fit Measures			
NFI	> 0.90	0.885	Marginal matches
CFI	> 0.90	0.938	Appropriate
RFI	> 0.90	0.862	Marginal matches
Parsimony Conformity Measures			
PNFI	< 0.90	0.735	Appropriate
PGFI	< 1.00	0.779	Appropriate
AIC	Smaller values and closer to saturated AIC	341,592	Appropriate
CAIC	Smaller values and closer to saturated CAIC	530,718	Appropriate

Source: IBM SPSS Amos Graphics 26.

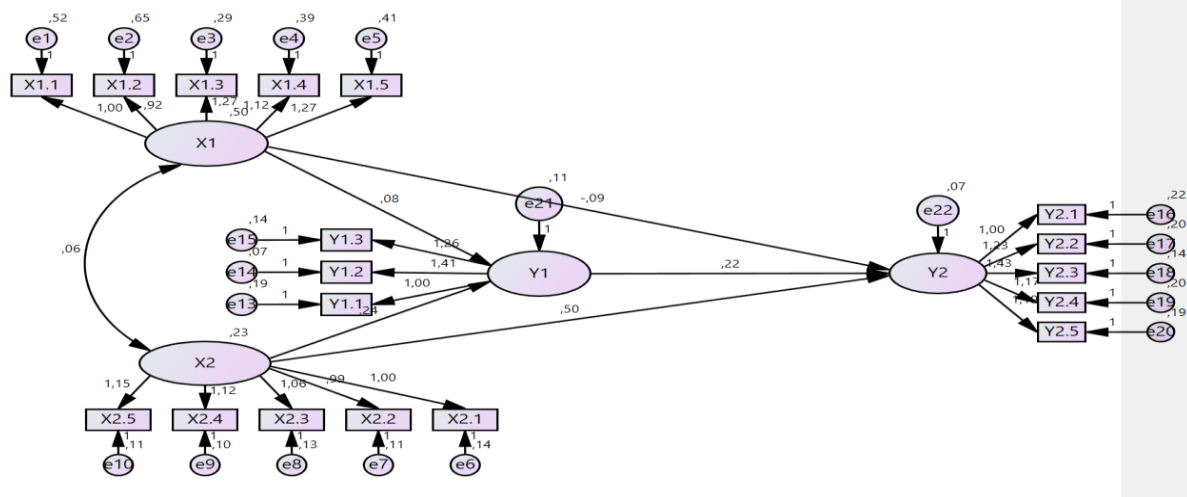
As per the table 5 above, it can be seen that at the absolute level of fit there is RMSEA; CMIND/DF; RMR; and TLI which has a good fit category. In the incremental fit level, there is a CFI which has a good fit category. Meanwhile, at the parsimony fit level, all have a good fit category. According to Hair, et al., (2019:641) explained that researchers should report at least one incremental index and one absolute index. Then, further explanation Hair, al., (2019:642), CFI and RMSEA will provide sufficient information in a model. So based on this recommendation, to assess whether the model is feasible or not, it can refer to the CFI and RMSEA values.

From these results, it can be concluded that the RMSEA value is less than 0.08 while the CFI value is greater than 0.90, then it can be concluded that the model after modification by covariating between errors in one factor or construct to the model is acceptable.

Evaluate Structural Models

The following is a full model structural model used to test the significance of the influence between constructs as shown in Figure 4 below.

Figure 4. Full Model Structural Model With CB-SEM Approach



Source: IBM SPSS Amos Graphics 26.

This regression weight test is used to determine the causal relationship between variables or constructs in this study and to test the correctness of the hypothesis results that have been presented. According to Yamin, (2021:57), in this test, a critical ratio (CR) of \geq (greater) 1.96 with a α or probability level of 0.05 or 5% was used. The following are the results of the causality test (regression weight) as seen in the Table 6 below.

Table 6. Hypothesis Testing Results

			Guess	S.E.	C.R.	P	Label
Y1	<---	X1	0,082	0,042	1,962	0,050	par_15
Y1	<---	X2	0,237	0,064	3,704	***	par_16
Y2	<---	Y1	0,219	0,080	2,741	0,006	par_17
Y2	<---	X1	-0,093	0,036	-2,574	0,010	par_18
Y2	<---	X2	0,499	0,074	6,727	***	par_19

Source: IBM SPSS Amos Graphics 26.

According to Table 6 above, the results of testing hypotheses that can be interpreted are obtained, as follows.

1. First Hypothesis Testing; Transformational Leadership Has a Significant Effect on Organizational Performance

Transformational leadership (X1) with an estimation value of 0.082 has a positive and significant effect on employee performance (Y2) in PT. Wika Realty in Jakarta because of the CR value of $1.962 < 1.96$ with p-value of $0.050 < 0.05$. This result directly has a 11high11 or non-directional relationship direction and significantly affects the meaning of "H1" accepted.

2. Testing the Second Hypothesis; The Influence of Organizational Culture on Organizational Commitment
Organizational culture (X2) with an estimated value of 0.237 has a positive and significant effect on organizational commitment (Y1) at PT. Wika Realty in Jakarta because the CR value is $3.704 > 1.96$ with p-value of $0.000 < 0.05$. These results directly have a positive or one-way relationship direction and significantly affect the meaning of "H2" accepted.

3. Third Hypothesis Testing; The Influence of Organizational Commitment on Employee Performance
Organizational Commitment (Y1) with an estimated value of 0.219 has a positive and significant effect on employee performance (Y2) in PT. Wika Realty in Jakarta because of the CR value of $2,741 > 1.96$ with 11a p-

value of $0.006 < 0.05$. These results directly have a positive or one-way relationship direction and significantly affect the **meaning of "H3"** accepted.

4. Testing the Fourth Hypothesis; The Influence of Transformational Leadership on Employee Performance Transformational leadership (X1) with an estimate value of -0.093 has a negative effect but was significant on employee performance (Y2) in PT. Wika Realty in Jakarta because of the CR value of $-2.574 < 1.96$ with 12a p-value of $0.010 < 0.05$. This result directly has a negative relationship direction f or non-directional but also significantly affects which means **that "H4"** is accepted.

5. Second Hypothesis Testing; Organizational culture has a significant effect on employee performance. Organizational Culture (X2) with an estimation value of 0.499 has a significant effect on employee performance (Y2) at PT. Wika Realty in Jakarta because the CR value is $6.727 > 1.96$ with a p-value of $0.000 < 0.05$. These results are at a level of positive or unidirectional relationship direction and significantly affect the **meaning of "H5"** accepted.

Mediation Testing

To see the mediation or *intervening test* , it is first necessary to know the value of the coefficient on its indirect influence as shown in Table 8 below.

Table 7. Indirect Effect Test Results

	X2	X1	Y1	Y2
Y1	0	0	0	0
Y2	0,067	0,034	0	0

Source: IBM SPSS Amos Graphics 26.

According to Table 7 above, the results of the indirect coefficient test were obtained, the magnitude of the indirect influence between the transformational leadership variable (X1) on employee performance (Y2) through organizational commitment (Y1) was 0.034 while the indirect influence between the organizational culture variable (X2) on employee performance (Y2) through organizational commitment (Y1) was 0.067. Then, to answer whether the organizational commitment variable (Y1) is significant as an intervening variable, it can be seen at the Bias-Corrected Confidence Interval Confidence value with two tailed (0.05 or 5%) in AMOS. The following are the results of the indirect influence significance test due to the presence of intervening variables as seen in Table 9 below.

Table 9. Results of Intervening Test Using Bootstrap Confidence

	X2	X1	Y1	Y2
Y1
Y2	0,004	0,045

Source: IBM SPSS Amos Graphics 26.

From Table 9, the results of the indirect influence test and the use of variable proof as mediating can be interpreted as following related to the research hypothesis, namely.

6. testing of the sixth hypothesis; The Influence of Transformational Leadership on Employee Performance Mediated by Organizational Commitment

Transformational leadership (X1) with an estimate of 0.045 has a significant indirect effect on employee performance (Y2) through organizational commitment (Y1) in PT. Wika Realty in Jakarta. This result indirectly has a positive or unidirectional relationship direction and is significant as a mediating variable because the value is $0.045 > 0.05$ which means **that "H6"** is accepted. Because organizational commitment (Y1) is really a significant mediating variable that affects transformational leadership (X1) on employee performance (Y2) and its direct influence is also significant, the mediation is a partial mediation. In addition, because both have different impacts or influences and the direct influence is negative while the indirect influence is positive, the mediation is competitive mediation.

7. Seventh Hypothesis Testing; The influence of organizational culture on employee performance is mediated by organizational commitment

Organizational culture (X2) with an estimate of 0.004 has a significant indirect effect on employee performance (Y2) through organizational communication (Y1) at PT. Wika Realty in Jakarta. This result indirectly has a positive or unidirectional relationship direction and is significant as a mediating variable because the value is $0.004 > 0.05$ which means **that "H7"** is accepted. Because the direct influence is significant and the indirect influence is also significant, organizational commitment (Y1) as a mediation variable is a partial mediation.

Then, because both have a positive influence or impact, organizational commitment (Y1) acts as a complementary mediation.

V. CONCLUSION

Conclusions and Recommendations

Conclusion

1. The results of the study show that transformational leadership has a direct and significant positive influence on the organizational commitment of PT Wika Realty in Jakarta. These findings indicate that the higher the implementation of transformational leadership styles by leaders, the stronger the employee's commitment to the organization. This means that leaders who are able to provide inspiration, individual attention, and intellectual encouragement to employees can increase employees' sense of belonging, loyalty, and desire to continue to contribute within the company.

2. The results of the study show that organizational culture has a direct and significant positive influence on the organizational commitment at PT Wika Realty in Jakarta. These findings indicate that the stronger and more positive the organizational culture that is applied, such as the values of togetherness, openness, professionalism, and innovation, the higher the level of employee commitment to the organization. A healthy organizational culture creates a conducive work environment and supports emotional attachment and employee loyalty to the company.

3. The results of the study show that organizational commitment has a positive and significant effect on employee performance at PT Wika Realty in Jakarta. These findings indicate that the higher the level of employee commitment to the organization—which is reflected in belonging, engagement, and loyalty, the more optimal their performance will be. Employees who have high commitment tend to work harder, be more responsible, and are oriented towards achieving organizational goals effectively and efficiently.

4. The results of the study show that transformational leadership has a direct and significant negative effect on employee performance at PT. Wika Realty in Jakarta. These findings indicate that the transformational leadership style applied is not fully aligned with the needs and expectations of employees in supporting performance achievement. The possibility of gaps in vision communication, ineffective empowerment, or a lack of clarity of work direction can lead to confusion or demotivation, which ultimately negatively impacts individual performance.

5. The results of the study show that organizational culture has a direct and significant positive influence on employee performance at PT. Wika Realty in Jakarta. These findings indicate that a strong, harmonized, and consistently implemented organizational culture is able to create a conducive work environment, increase motivation, belonging, and encourage employees to work more productively. Clear organizational values, such as cooperation, integrity, and innovation, prove to be an important foundation in shaping superior, results-oriented work behaviours.

6. The results of the study show that transformational leadership has a positive and significant effect on employee performance mediated by organizational commitment at PT. Wika Realty in Jakarta. These findings indicate that transformational leadership not only has a direct impact on performance improvement, but also indirectly strengthens employee performance through increased commitment to the organization. In other words, when leaders are able to inspire, motivate, and create supportive working relationships, it builds emotional commitment and employee loyalty which ultimately encourages them to work more optimally and contribute maximally to the achievement of company goals.

7. The results of the study show that organizational culture has a positive and significant effect on employee performance through organizational commitment at PT. Wika Realty in Jakarta. These findings indicate that a strong organizational culture characterized by shared values, positive work norms, and a supportive work environment can increase employee commitment to the organization. This commitment is then the main driver in improving employee performance. In other words, a conducive organizational culture plays a crucial role in shaping employee loyalty, emotional attachment, and a sense of responsibility, which ultimately impacts improving their overall performance.

Recommendations

Given the negative consequences of the direct influence of leadership on performance, it is necessary to evaluate the leadership styles currently used, and ensure that transformational approaches are applied in accordance with the context of the work culture and the characteristics of the employee generation. And for further research, it is better to include other variables such as employee engagement, job satisfaction, or organizational support to see a more comprehensive role of mediation or moderation in the relationship between variables and so that transformational leadership that directly negatively affects performance can have a direct positive influence in order to increase employee performance productivity.

CONFESSION

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