

INSPIRING HIGH PERFORMANCE: THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND ORGANISATIONAL COMMITMENT

Gede Agung Eka Suranata^{1*}, I Gede Riana², I Made Risma M Arsha³

Doctoral Program, Faculty of Economics and Business, Universitas Udayana, Indonesia¹

Faculty of Economics and Business, Universitas Udayana, Indonesia²

Department of Management, Universitas Hindu Indonesia³

Corresponding author: gede_agung_nata@yahoo.com

ABSTRACT

To evaluate the social exchange hypothesis, this study will examine how transformational leadership affects employee performance and organizational commitment. The study used A quantitative technique involving 77 Civil Servants (PNS) and was carried out in the Ministry of Industry located in Denpasar, Surabaya, and Medan. The entire population served as the study sample in this non-probability sampling strategy, which used a saturated sample. Structural Equation Modelling (SEM) with a Partial Least Square (PLS) technique was used to analyze the data. The findings demonstrate that transformational leadership positively and significantly impact employee performance and organizational commitment. In a similar vein, employee performance is positively and significantly impacted by organizational commitment. Additional research suggests that a critical mediator in this association is organizational commitment. This study's results imply that inspirational leaders in all facets of organizational life might increase their subordinates' sense of commitment to and engagement with the company, which will maximize their performance contributions.

Keywords: transformational leadership, organizational commitment, employee performance

INTRODUCTION

Transformational leadership has been recognized as one of the key factors influencing organizational commitment and employee performance. Transformational leaders inspire employees through a clear vision, effective communication, and attention to individual needs, enhancing employees' emotional attachment to the organization (Bass & Avolio, 2018). According to research, transformational leadership increases workers' affective commitment and inspires them to make the best possible contributions to the company (Wang et al., 2018). Ultimately, individual and team performance benefit from this high level of commitment (Afsar et al., 2019).

Additionally, transformational leadership fosters a work environment that supports innovation, openness, and collaboration, crucial in enhancing employee productivity and performance (Eisenbeiss et al., 2018). Transformational leaders encourage employees to exceed expectations and improve their performance through intrinsic motivation and skill development (Nguyen et al., 2020). Other studies reveal that transformational leadership reduces turnover intention and increases loyalty, strengthening organizational stability and performance (Ghasabeh et al., 2020; Elbaz & Haddoud, 2022). Thus, transformational leadership is essential for achieving organizational solid commitment and enhanced employee performance.

Numerous studies show that employee performance and organizational commitment are significantly impacted by transformative leadership. Transformational leaders who provide vision, support, and inspiration can enhance employees' affective commitment to the organization, directly contributing to improved performance (Al Halbusi et al., 2020). Moreover, transformational leadership fosters innovation and employee engagement, strengthening loyalty and productivity (Saleem et al., 2022). Employees inspired by transformational leaders tend to perform better, particularly in achieving the organization's long-term goals (Nguyen et al., 2021). Other research shows that this leadership style reduces turnover intention, positively impacting organizational stability and performance (Zhou et al., 2023).

However, while many studies show a positive influence of transformational leadership on employee performance, some suggest that this leadership style does not significantly affect performance. This discrepancy is often attributed to organizational culture, employee motivation levels, or differing industry contexts (Hansen et al., 2020). Research by Qureshi et al. (2021) found that, in some situations, employees are more influenced by transactional leadership. Additionally, Liu et al. (2022) noted that variables like commitment or employee engagement mediate transformational leadership's impact on performance. Sharma & Joshi (2023) highlighted that, in specific organizations, structural factors have more influence on performance than leadership style. According to Patel et al. (2024), transformational leadership does not significantly impact performance in high-stress work contexts. Through introducing organizational commitment as a mediator, this study seeks to close the knowledge gap about the inconsistent impact of transformational leadership on employee performance.

LITERATURE REVIEW

This study examines social exchange theory in interactions between transformational leadership, organizational commitment, and employee performance. Social exchange theory suggests that the relationship between leaders and subordinates is based on reciprocity, where employees respond positively to the support and attention provided by their leaders (Blau, 1964). Transformational leadership fosters strong organizational commitment because leaders inspire, a clear vision, and attention to employees' individual needs (Wang et al., 2018). This commitment, in turn, positively impacts employee performance as they feel valued and motivated to contribute their best efforts (Nguyen et al., 2020). Furthermore, studies show that by increasing staff loyalty and engagement, transformational leadership lowers the probability of employee turnover and increases productivity (Ghasabeh et al., 2020; Elbaz & Haddoud, 2022). Increased staff motivation and creativity also contribute to transformational leadership's direct impact on performance (Afsar et al., 2019). This study seeks to demonstrate that the interaction of these variables aligns with the reciprocal dynamics outlined in social exchange theory.

Transformational Leadership

Employee performance is significantly impacted by transformational leadership. Through a clear vision, individualized attention, and emotional support, transformational leaders inspire and motivate their team members, increasing engagement and pushing them to reach higher performance levels (Wang et al., 2018). Employees under transformational leadership tend to be more proactive, innovative, and motivated to exceed job expectations (Afsar et al., 2019). Furthermore, transformational leadership encourages employees to develop new skills and innovate, directly contributing to increased productivity and organizational performance (Nguyen et al., 2020). Studies also indicate that transformational leaders enhance team performance by creating a collaborative and positive work environment (Jiang & Wang, 2022). With support and recognition from leaders, employees feel valued and more motivated to deliver their best for the organization (Elbaz & Haddoud, 2022). Additionally, transformational leadership reduces turnover intention and boosts employee loyalty, ultimately strengthening long-term performance (Khan et al., 2023). Previous studies have shown that transformational leadership significantly impacts employee performance (Bustomi et al., 2022; Yulita, 2022). Therefore, organizations need transformational leaders as agents of change who foster cooperation between leaders and subordinates (Prayudi, 2020; Gani, 2020), which can positively influence employee performance.

H₁: Transformational leadership positively influences employee performance

Organizational Commitment

Transformational leadership has a significant impact on employees' organizational commitment. Transformational leaders who provide a clear vision, inspiration, and attention to employees' individual needs create a work environment that fosters emotional engagement with the organization (Bass & Avolio, 2017). Research shows that the affective commitment generated by transformational leadership plays an important role in enhancing employee loyalty and attachment to the organization (Wang et al., 2018). This solid organizational commitment, in

turn, directly impacts employee performance, as emotionally attached employees tend to work harder and contribute maximally (Nguyen et al., 2020). Furthermore, organizational commitment motivates long-term employee engagement, promoting stability and productivity (Khan et al., 2021). According to several research, organizational commitment fosters creativity at work and lowers turnover intention, which eventually results in higher performance (Afsar et al., 2019; Elbaz & Haddoud, 2022).

H₂: Organizational commitment is influenced by transformational leadership.

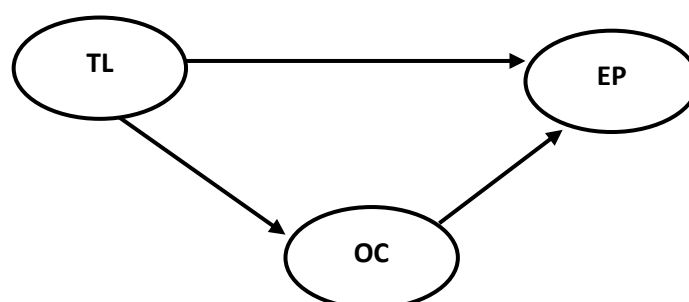
H₃: The relationship between transformative leadership and worker performance is mediated by organizational commitment.

Employee Performance

According to additional research, employee performance is significantly impacted by organizational commitment. Employees with strong affective commitment to their organization tend to be more loyal motivated, and strive to contribute maximally to achieving organizational goals (Meyer et al., 2020). This commitment encourages employees to work harder, take greater responsibility, and perform better (Allen & Meyer, 2021). Research also indicates that emotionally attached employees exhibit higher productivity and contribute more significantly to organizational success (Chen et al., 2022). Additionally, organizational commitment reduces turnover intention, positively impacting workforce stability and operational efficiency (Nguyen et al., 2021). Committed employees are also more likely to innovate, enhancing performance and adding value to the organization (Khan et al., 2023). Other studies highlight that organizational commitment not only improves individual performance but also strengthens team and overall organizational performance (Wang et al., 2022). Understanding organizational commitment is crucial to creating a conducive work environment that allows organizations to operate effectively and efficiently (Elshifa, 2020). Previous research shows that organizational commitment has a positive and significant influence on employee performance (Muis et al., 2022; Rantauwatia et al., 2022), with some studies indicating a partial impact (Setyorini et al., 2021; Sitio, 2021).

H₄: Organizational commitment influences employee performance.

The conceptual framework demonstrates that transformational leadership directly impacts employee performance and indirectly enhances it through increased organizational commitment. This dual influence suggests that strong leadership and high levels of employee commitment are essential for improving overall organizational performance. Based on the review of various empirical studies from previous researchers, the following conceptual framework for the research is proposed:



TL=transformational leadership; OC=organizational commitment; EP=employee performance

Figure 1. Conceptual Frameworks

RESEARCH METHODS

Population and Samples

The study's population consists of the 77 Civil Government Officials (PNS) who work at the Ministry of Industry's Industrial Training Centres in three regions. This includes 27 employees in Denpasar, 23 in Medan, and 27 in Surabaya. The study uses non-probability sampling with a saturated sampling technique (census), meaning that all members of the population are included as the sample for the research.

Variables and operational definitions

This study utilizes two endogenous variables, organizational commitment and employee performance, and one exogenous variable, transformational leadership. Employee performance refers to Ministry of Industry employees' perception of their work outcomes and behaviors in completing assigned tasks and responsibilities over a specific period. Employee performance is measured by adopting the dimensions from studies (Koopsmans, 2015; Widyastuti & Hidayat, 2018), using three indicators: discipline, loyalty, and responsibility.

Transformational leadership is defined as the Ministry of Industry employees' perception of the leader's style and behavior in understanding, appreciating, inspiring, and motivating followers to prioritize organizational interests to achieve organizational goals. Transformational leadership is measured using dimensions from previous studies (Bass & Avolio, 2018; Astuty & Udin, 2020; Afsar & Umrani, 2019), with four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational commitment also represents how strongly employees identify with and participate in the organization or how willing members are to stick around and put in a lot of effort to accomplish the organization's objectives. Organizational commitment is measured using three indicators (Allen & Meyer, 2021; Law, 2016; Kristian & Ferijani, 2020): affective commitment, normative commitment, and continuance commitment. The research instrument is a questionnaire using a 5-point Likert scale, where 1 represents strong disagreement, and 5 represents strong agreement.

Data Analysis

In order to examine the links between latent variables and hypotheses, inferential analysis using SEM-PLS (Structural Equation Modelling-Partial Least Squares) is used in this study to define the features of the respondents' data. SEM-PLS suits complex models with small datasets or non-normally distributed data (Hair et al., 2021; Henseler et al., 2015; Wong, 2019). In SEM-PLS, testing is conducted in two main stages: the outer and inner models. The outer model is used to assess the validity and reliability of the indicators measuring the latent constructs. Validity is evaluated through convergent and discriminant validity, while reliability is assessed using composite reliability and Cronbach's alpha (Hair et al., 2021). The inner or structural model assesses the relationships between latent variables and tests hypotheses by examining path coefficients and R-squared values (Henseler et al., 2015). The inner model also evaluates mediation effects in the structural model (Sarstedt et al., 2022) using the mediation framework by Hair et al. (2021).

RESULT AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents indicate that out of 77 respondents, 57% were male, while the remaining 43% were female. The majority of respondents, 36%, were aged between 31 and 40. In contrast, respondents aged over 51 years constituted the smallest group, at 12%. This suggests that the age group between 31 and 40 is at an optimal working condition and more effective than those over 51, with more experience than those aged 20-30. Furthermore, 42% of respondents had a Bachelor's degree (S1/D4), the most significant educational level, compared to 2% of respondents with a Doctoral degree (S3/PhD). The largest groups of respondents, comprising 3% of the sample, had less than one year of experience and more than thirty years of experience, respectively. The majority of respondents, 54%, had worked for one to ten years.

Outer model and Inner model Evaluation

Before interpreting the results of the SEM-PLS analysis, the model is first evaluated in two stages. The first stage involves evaluating the model using the outer model, which includes the following assessments: convergent validity, composite reliability, and discriminant validity. These are presented and explained below.

Table 1. Outer loading

Indicators	Emp per	Org Com	Tranf Lead
EP1	0,960		
EP2	0,947		
EP3	0,728		
OC1		0,864	
OC2		0,908	
OC3		0,831	
TL1			0,759
TL2			0,824
TL3			0,850
TL4			0,766

Table 1 shows that the outer loading values for all indicators in the research variables are greater than 0.50 (OL > 0.7). This indicates that the model has met the requirements for convergent validity (Henseler et al., 2009). Convergent validity can also be assessed by looking at the Average Variance Extracted (AVE), which must exceed 0.50 (as shown in Table 2). When both outer loading and AVE are more significant than 0.50, it confirms that the indicators are sufficiently correlated with their respective constructs, ensuring the model's validity.

Table 2, Composite Reliability

Variables	Cronbach's alpha	CR (rho_a)	CR (rho_c)	Average variance extracted (AVE)
Emp per	0,854	0,884	0,914	0,783
Org Com	0,836	0,837	0,902	0,754
Tranf Lead	0,819	0,842	0,877	0,641

Table 2 shows that the model has met the composite reliability criteria by considering the Cronbach's alpha values (> 0.70), as well as the Composite Reliability-CR (rho_a) and Composite Reliability-CR (rho_c), both of which are greater than 0.70. This indicates that the constructs in the model demonstrate good internal consistency and reliability, ensuring that the indicators consistently represent the underlying latent variables.

Table 3. Fornell Larcker Criterion

Variables	Emp per	Org Com	Tranf Lead	R-Square
Emp. per	0,885			0,675
Org. Com	0,806	0,868		0,461
Tranf. Lead	0,665	0,679	0,801	

Table 3 provides information that the model has met the discriminant validity criteria based on the Fornell-Larcker Criterion (FLC). This is determined by comparing the square root of the AVE (diagonal) with the correlations between variables, where the AVE values are greater than the correlations among the variables in the research model. Based on this analysis, the model has satisfied the outer model testing criteria, including convergent validity, discriminant validity, and composite reliability. Next, the inner model is tested by considering the predictive relevance (Q^2) value, which is calculated using the R-squared values of the endogenous variables with the formula

$Q^2 = 1 - \{(1-R_1^2)(1-R_2^2)\}$. The result is $Q^2 = 1 - \{(0.325)(0.549)\} = 1 - 0.1784 = 0.8216$. The model fits the data well, as the predictive relevance value is positive and near 1. As stated differently, transformational leadership and organizational commitment factors account for 82.16% of the variation in the endogenous variable (employee performance), with external variables influencing the remaining 17.84% . SEM-PLS analysis is also used for hypothesis testing as part of the inner model testing, as seen in Figure 2 and outlined in Table 4 below.

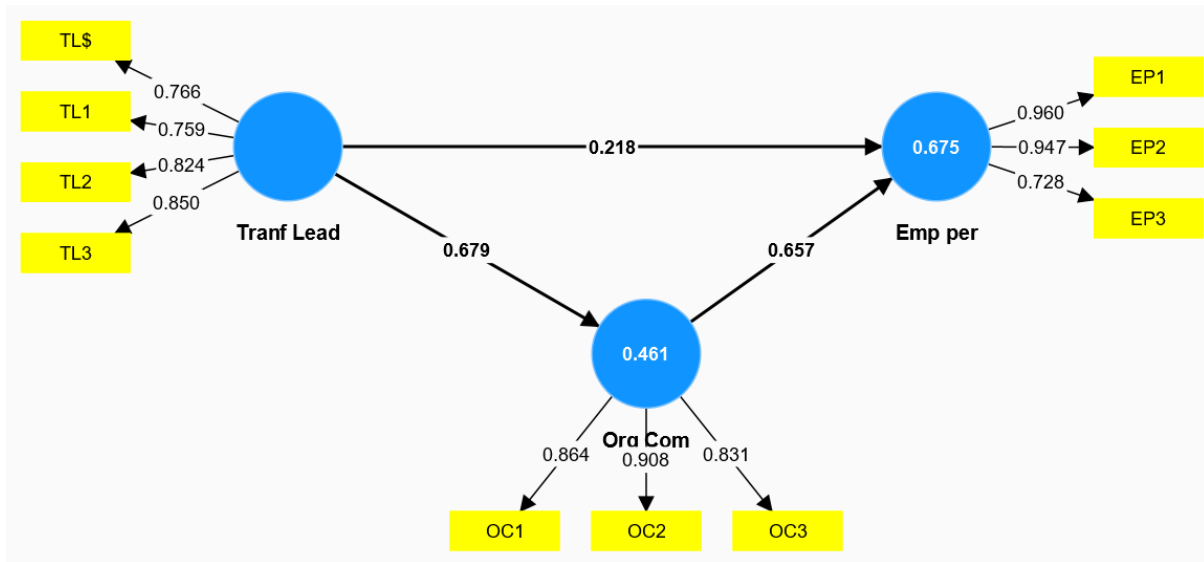


Figure 2. Research model - SEM -PLS

Table 4. Hypothesis Testing

Variables	Original sample	Sample mean	Standard deviation	T statistics	p-values
Org Com -> Emp per	0,657	0,661	0,082	8,013	0,000
Tranf Lead -> Emp per	0,218	0,215	0,098	2,219	0,026
Tranf Lead -> Org Com	0,679	0,685	0,052	12,994	0,000
Tranf Lead -> Org Com -> Emp per	0,447	0,453	0,066	6,789	0,000

Table 4 provides information that all proposed hypotheses in the research model are accepted. This is evident from the t-statistics values for all variable relationships, which are more significant than 1.96 (t-stat > 1.96). Additionally, the hypothesis testing is supported by p-values smaller than 0.05 ($p_{\text{values}} < 0,05$). When these criteria are met, the proposed hypotheses are considered accepted. The criteria by Hair et al. (2021) were used for testing mediation. The impact of transformational leadership on employee performance, as mediated by organizational commitment, is categorized as partial complementary mediation according to these criteria.

Discussion

Transformational leadership has a positive and significant effect on employee performance. This impact arises from the capacity of transformational leaders to inspire and motivate their team members by providing a clear vision, offering emotional support, and giving personalized attention (Wang et al., 2018). Transformational leaders encourage employees to exceed expectations, foster innovation, and enhance productivity (Afsar et al., 2019). Research shows that this leadership style increases employee engagement, commitment, and loyalty, directly

impacting performance (Nguyen et al., 2020). Additionally, employees led by transformational leaders tend to be more proactive and responsible in achieving organizational goals (Jiang & Wang, 2022). This leadership style also reduces turnover intention, strengthening organizational stability and long-term performance (Elbaz & Haddoud, 2022; Khan et al., 2023).

The analysis also indicates that transformational leadership positively and significantly affects organizational commitment. Transformational leaders create a work environment that fosters employees' emotional involvement with the organization (Bass & Avolio, 2018). They inspire employees with a clear vision, provide support, and pay attention to individual needs, ultimately enhancing employees' affective commitment to the organization (Nguyen et al., 2020). This strong commitment leads to greater employee loyalty and motivation to achieve shared goals (Wang et al., 2018). Moreover, transformational leaders promote collaboration and innovation, reinforcing long-term engagement and commitment (Ghasabeh et al., 2020). Other studies show that this leadership style also reduces employees' intention to leave the organization, further strengthening organizational stability and performance (Khan et al., 2023; Elbaz & Haddoud, 2022).

The research findings further demonstrate that organizational commitment positively and significantly influences employee performance. This implies that employees who firmly commit to their organization will likely exert more significant effort and display heightened motivation to pursue organizational objectives (Meyer et al., 2020). Employees with high affective commitment feel emotionally attached to the organization, which increases their loyalty and productivity (Nguyen et al., 2021). Research also shows that organizational commitment reduces turnover intention and improves performance, as employees are more eager to contribute optimally (Wang et al., 2018). Furthermore, organizational commitment is crucial in fostering innovation and collaboration in the workplace, positively impacting individual and team performance (Afsar et al., 2019). Highly committed employees are also more likely to exhibit extra-role behaviors, such as helping colleagues, which enhances organizational effectiveness (Khan et al., 2023; Chen et al., 2022).

The results further indicate that organizational commitment partially mediates the connection between transformational leadership and employee performance. Transformational leaders can enhance employee commitment through an inspiring vision, emotional support, and attention to individual needs (Bass & Avolio, 2017). This strong commitment drives employees to be more loyal and contribute maximally, directly improving their performance (Nguyen et al., 2020). Research shows that although transformational leadership has a direct impact on performance, organizational commitment strengthens this relationship, as employees who feel attached to the organization work harder and more innovatively (Wang et al., 2018; Afsar et al., 2019). Organizational commitment is crucial in diminishing turnover intentions, contributing to more excellent organizational stability and sustained performance over time (Elbaz & Haddoud, 2022; Khan et al., 2023). Consequently, it is a significant mediator between transformational leadership and employee performance.

CONCLUSION AND PRACTICAL IMPLICATION

Transformational leadership has a profound effect on both employee performance and organizational commitment. Leaders who adopt this style can inspire and motivate their teams while offering emotional support, encouraging employees to surpass their expectations and enhance productivity. Furthermore, this approach to leadership fortifies organizational commitment, a vital factor in fostering employee loyalty and engagement. The emotional connections established through organizational commitment are essential for boosting employee performance, promoting innovation and productivity. Moreover, organizational commitment serves as a partial mediator in the dynamics between transformational leadership and employee performance, facilitating the beneficial effects of transformational leadership on employee outcomes. This commitment cultivates a sense of responsibility and loyalty among employees, positively influencing long-term stability and performance. Therefore, organizational commitment is critical for maximizing the effectiveness of transformational leadership on employee performance.

In practice, these findings suggest that management should adopt transformational leadership, which provides a clear vision, inspiration, and emotional support to enhance employee performance and commitment. Positive

relationships between leaders and employees encourage engagement, innovation, and loyalty. Moreover, creating a supportive work environment where individual needs are addressed is necessary, increasing organizational commitment and job satisfaction and ultimately strengthening the organization's long-term stability and performance.

This study has limitations, as the selection of research locations was based on the willingness of each region to participate in the survey, namely Denpasar, Surabaya, and Medan. Each region has relatively different characteristics, so the results of this study may not be fully generalizable to areas with similar characteristics in Indonesia. Future researchers are encouraged to improve generalizability by grouping regional offices with similar characteristics to better represent regions in sample selection.

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