

# The Effect of Transformational Leadership on Employee Performance through Job Satisfaction and Organizational Commitment as Mediating Variables at PT Purifikasi Andalan

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**Abstract:** This study examines the influence of transformational leadership on employee performance, with job satisfaction and organizational commitment serving as mediating variables, at PT Purifikasi Andalan. The research focuses on employees working in the company's sector, where performance optimization remains a challenge despite the application of a transformational leadership style. Transformational leadership, characterized by inspiring vision, individualized consideration, intellectual stimulation, and motivational influence, is expected to drive higher performance levels by shaping employees' attitudes and behaviors. The study aims to analyze both the direct effect of transformational leadership on employee performance and the indirect effect through the mediation of job satisfaction and organizational commitment. Job satisfaction reflects employees' emotional response to their work, while organizational commitment indicates their loyalty and willingness to contribute to organizational goals. Both factors are hypothesized to strengthen the positive relationship between leadership and performance outcomes. A quantitative research design was employed, utilizing the Structural Equation Modeling (SEM) technique with a Partial Least Squares (PLS) approach. Data were collected through questionnaires administered to a purposively selected sample of respondents from the company's workforce. The purposive sampling method ensured that participants had relevant experience and knowledge to provide informed responses. The findings reveal that transformational leadership exerts a positive and statistically significant influence on employee performance. Furthermore, transformational leadership has a significant positive impact on job satisfaction and organizational commitment, both of which, in turn, enhance employee performance. These mediating variables play a critical role in explaining how leadership style translates into improved work outcomes. The results suggest that fostering a transformational leadership approach, alongside initiatives to boost job satisfaction and organizational commitment, can be an effective strategy for improving overall employee performance in the organization's specific operational context.

**Keywords:** Employee Relations; Job Performance; Job Satisfaction; Organizational Commitment; Transformational Leadership.

## 1. Introduction

In the mid-22nd century, the organizational landscape has become increasingly complex with rapid changes taking place. Faced with this reality, every organization is required to prepare excellent and competent human resources (HR). As stated (Widayati & Rahardjo, 2017), HR is a strategic asset that is the main determinant of organizational success. HR plays a central role in the implementation of all organizational policies, making adequate knowledge a prerequisite. Awareness of the importance of HR must be shared by all levels of management within a company. Despite rapid technological advancements, the human factor remains a critical determinant of an organization's success or failure (Chen et al., 2021).

The success of an organization is highly dependent on the quality of its human resources and the performance level of its employees (Anwar & Abdullah, 2021). Performance can be

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defined as the results achieved by an individual in carrying out their responsibilities. Furthermore, this term also refers to the level of achievement of an individual in completing all their tasks within a certain period of time. In a group context, performance refers to the collective ability of organizational members to fulfill their responsibilities (Silaen et al., 2021).

There are many leadership styles, including transactional, laissez-faire, and transformational leadership (Southgate et al., 2023). However, the focus of this study is transformational leadership. Leadership and employee job satisfaction play a crucial role in organizational success (Sari et al., 2023). Bass & Riggio (2006) state that employee performance is a key factor influencing the achievement of organizational goals. In an increasingly competitive business environment, companies must strive to improve employee performance to maintain competitiveness and achieve optimal productivity. One effective approach to improving employee performance is through the application of the appropriate leadership style.

In addition to transformational leadership, employee psychological factors such as job satisfaction and organizational commitment have been empirically proven to be critical determinants of performance in project-based industries such as environmental consulting. (Locke, 1976) explains that job satisfaction arises when employees' expectations regarding their work are met, particularly in terms of supportive supervision, utilization of technical competencies, and alignment of work values with personal principles—conditions that are highly relevant in projects characterized by technical complexity and deadline pressures. Satisfied employees tend to exhibit 37% higher intrinsic motivation (Judge et al., 2017), which, in the context of PT Purifikasi Andalan, manifests in the accuracy of environmental document preparation and the precision of environmental impact analysis.

A study by Eliyana and Maaarif (Eliyana et al., 2019) conducted at Pelabuhan Indonesia III found that transformational leadership does not have a significant impact on employee performance. However, contradictory results were found in research concluding that transformational leadership has a positive impact on employee performance. In this context, PT Purifikasi Andalan Diponegoro is currently implementing efforts to improve its leadership system for its employees. This situation prompted the researchers to conduct further studies at the company. It is hoped that the results of this study will contribute to: (1) the development of economic knowledge, particularly in the field of human resource management, and (2) practical benefits for companies in improving leadership effectiveness.

## **2. Preliminaries or Related Work or Literature Review**

### **Transformational Leadership**

The theory of transformational leadership originated from concepts introduced by Burns (1978) and Bass (1985). In a later development (Bass, 1995), it was suggested that transformational leaders encourage their subordinates to develop new perceptions of leadership through intellectual stimulation. This type of leader is not only able to build an image of themselves as a supportive and caring figure through individual consideration, but also inspires subordinates with their motivation and charisma.

Leadership is the ability of an individual to influence others in their work to achieve common goals. Transformational leadership is a leadership model focused on enhancing human resources. This term was first introduced by Downton (1973) and became an important approach in the field of leadership through the classic work of political sociologist James MacGregor Burns titled *Leadership* (1978).

According to Robbins and Judge (Robbins et al., 2013), transformational leadership is a form of leadership where leaders have the capacity to motivate their followers to prioritize organizational goals over individual interests while significantly impacting them. Meanwhile, according to Danim (2009), transformational leadership is defined as a leader's competence in collaborating with organizational members to maximize the utilization of various resources to achieve predetermined strategic goals.

### **Employee Performance**

Performance is the level of achievement in completing a particular task (Simanjuntak, 2014). This means that work performance represents the work achievements attained by each individual member of the organization. Further explained, there are three dominant factors influencing organizational performance: (1) support from the organization itself, (2) the capabilities and effectiveness of management, and (3) the work contributions of each individual within the organization, structured across various divisions (Simanjuntak, 2014).

Meanwhile, Rivai (Rivai, 2006) defines work performance as the results of task execution and target achievement, including all aspects that must be completed in the work.

Mangkunegara (2009) defines performance as the achievement of an employee's work, evaluated both qualitatively and quantitatively, in carrying out tasks in accordance with the responsibilities assigned to them. Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Badrianto & Ekhsan, 2020).

Performance can be understood as the integration of work behavior and the achievement of results that meet organizational expectations, including various task requirements that are the responsibility of each employee in an effort to achieve company goals. In general, job performance basically reflects a person's level of success in carrying out the tasks that are their responsibility (Efrina, 2022).

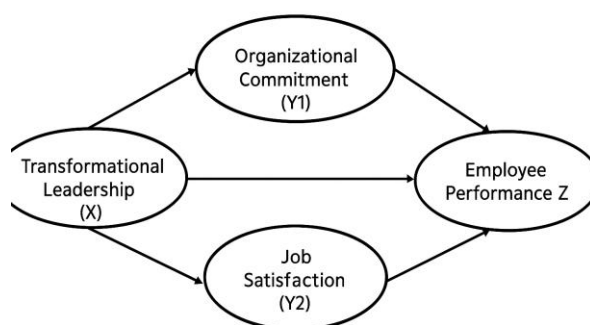
### Organizational Commitment

Robbins defines organizational commitment as the degree to which employees identify with a group and its goals, accompanied by a desire to maintain their membership. Luthans (2015) developed this concept through three key dimensions: (1) a strong desire to remain a member of the organization, (2) a willingness to make maximum effort to achieve organizational goals, and (3) acceptance of the organization's values and vision. Essentially, organizational commitment represents employee loyalty, manifested through active involvement in supporting the organization's progress and success (Hendri, 2019). In another study (Rafiei et al., 2014), the positive relationship between these variables is reinforced, showing that job satisfaction significantly influences organizational commitment, which in turn positively impacts work performance.

Characteristics of loyalty to the organization include the ability to conduct business on behalf of the organization and alignment of goals with the organization (Williams & Hazer, 1986). Employees who are committed to the company are better at completing tasks, increasing productivity, and willing to achieve their targets (Renyut et al., 2017). Strong commitment fulfills three things: having a strong belief in accepting the organization's goals and values; a strong desire to conduct business on behalf of the organization; and a strong desire to continue being part of the organization (Mowday and Steers, 1979; Price, 1997). There are three components of organizational commitment: affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 2001). Commitment consists of three factors: a strong belief in accepting the organization's goals and values; a strong desire to use significant effort to be part of the organization; and a strong desire to be a member of the organization (Mowday and Steers, 1979; Price, 1997).

### Job Satisfaction

Furnham, Eracleou, and Chamorro-Premuzi (Furnham et al., 2009) define job satisfaction as the level of satisfaction employees feel toward their work. This concept is often associated with work motivation factors, where supportive work environments can create a sense of satisfaction in workers. Robbins (Robbins et al., 2013) views job satisfaction as a general attitude that influences work performance, especially when rewards and recognition of achievements are given proportionally. Theoretically, there is a reciprocal relationship between job satisfaction and work productivity. Organizations with high employee satisfaction levels generally demonstrate better organizational effectiveness. Additionally, employees with high satisfaction levels will have low turnover rates (Chen et al., 2021).



Research Hypotheses:

H1. Does Transformational Leadership affect Job Satisfaction?

- H2. Does Transformational Leadership affect Organizational Commitment?  
 H3. Does Transformational Leadership influence Employee Performance?  
 H4. Does Job Satisfaction influence Employee Performance at PT Purifikasi Andalan?  
 H5. Does Organizational Commitment influence Employee Performance?  
 H6. Do Transformational Leadership, Job Satisfaction, and Organizational Commitment influence Employee Performance?

### 3. Proposed Method

This study adopts a quantitative approach with the aim of analyzing the causal relationship between variables through the hypothesis testing process, as proposed by (D. Sugiyono, 2013). Data collection was carried out by distributing questionnaires to respondents who met the predetermined inclusion criteria. In terms of methodological design, this study uses a descriptive causality design based on the guidelines (S. Sugiyono, 2007).

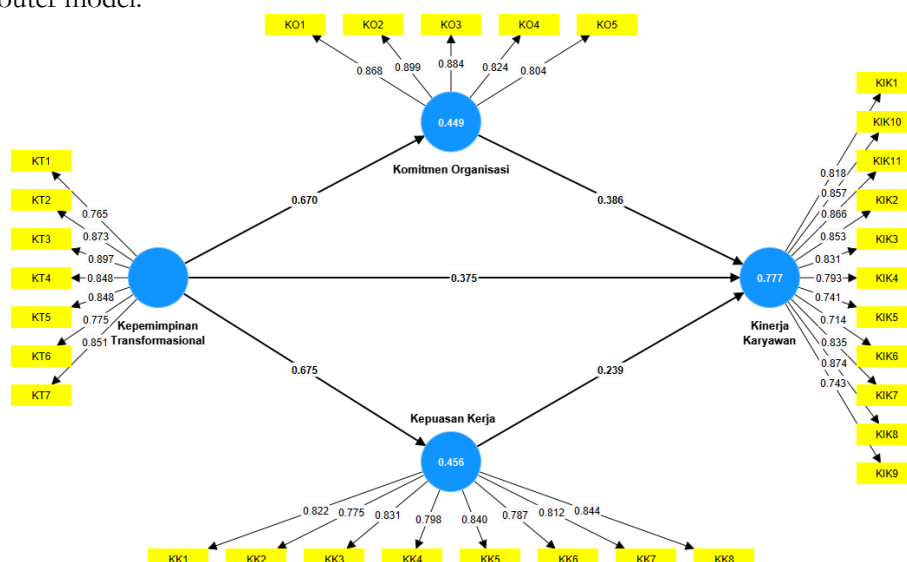
The variables in this study are variables X, Y1, Y2, and Z. Variable X is transformational leadership, variable Y1 is organizational commitment, variable Y2 is job satisfaction, and variable Z is employee performance. The population used is the employees of PT Purifikasi Andalan Diponegoro. This study employs purposive sampling in sample selection. The sample size determination is based on the Structural Equation Modeling (SEM) method, following the established criteria (Hair et al., 2014). This study used 65 research subjects with characteristics determined by the author, namely gender, with a majority of 20 samples (52%) being female and 19 samples (48%) being male.

In this study, data analysis was conducted using SmartPLS software version 4.1.1. The evaluation process of the Partial Least Squares (PLS) model was carried out through two comprehensive analysis stages: (1) evaluation of the outer model (measurement model) aimed at testing the validity and reliability of the constructs, and (2) evaluation of the inner model (structural model) focused on testing the relationships between constructs in the research model.

### 4. Results and Discussion

#### Measurement Model (Outer Model)

When conducting hypothesis testing using SEM-PLS, there are several steps that must be fulfilled, including convergent validity, discriminant validity, and composite reliability. The results of this analysis are also referred to as the outer model. The following are the results of the outer model:



#### Convergent Validity

Convergent validity aims to determine whether the indicators/items used are valid for further hypothesis testing. The criterion for convergent validity is that the indicator's factor loading value must be greater than 0.7.

**Table 2 SEM Outer Loading Test Results**

Variabel Laten	Indikator	Faktor Loading	Keterangan
Transformational Leadership (X1)	KT1	0.765	Valid
	KT2	0.873	Valid
	KT3	0.897	Valid
	KT4	0.848	Valid
	KT5	0.848	Valid
	KT6	0.775	Valid
	KT7	0.851	Valid
Organizational Commitment (Y1)	KO1	0.868	Valid
	KO2	0.899	Valid
	KO3	0.884	Valid
	KO4	0.824	Valid
	KO5	0.804	Valid
Job Satisfaction (Y2)	KK1	0.822	Valid
	KK2	0.775	Valid
	KK3	0.831	Valid
	KK4	0.798	Valid
	KK5	0.840	Valid
	KK6	0.787	Valid
	KK7	0.812	Valid
	KK8	0.844	Valid
Employee Performance (Z1)	KIK1	0.818	Valid
	KIK2	0.853	Valid
	KIK3	0.831	Valid
	KIK4	0.793	Valid
	KIK5	0.741	Valid
	KIK6	0.714	Valid
	KIK7	0.835	Valid
	KIK8	0.874	Valid
	KIK9	0.743	Valid
	KIK10	0.857	Valid
	KIK11	0.866	Valid

Source: Primary data processed, 2025

Based on the table, it can be seen that all items in the indicators used to measure the construct in the study have an outer loading value  $> 0.70$ . Therefore, it can be concluded that all statement items have met the validity requirements and are suitable for use in measuring the construct in this study. Furthermore, Table 3 presents the Average Variance Extracted (AVE) values to evaluate the convergent validity of each construct indicator in the research model.

**Table 3 Average Variance Extracted (AVE)**

Variabel	AVE	Keterangan
Transformational Leadership (X1)	0.702	Baik
Organizational Commitment (Y1)	0.734	Baik

Job Satisfaction (Y2)	0.662	Baik
Employee Performance (Z1)	0.661	Baik

Source: Primary data processed, 2025

Based on Table 3, the Average Variance Extracted (AVE) value for each construct in the model shows a figure above 0.50. This finding indicates that the data in this study has met the convergent validity criteria.

#### **Discriminant Validity and Reliability**

Discriminant validity can be assessed using the Fornell-Larcker approach, which involves comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between other constructs. Discriminant validity is met if the AVE value of a construct is greater than its correlation with other constructs, indicating that the construct has unique properties and is capable of representing the phenomenon being measured. Additionally, it can also be seen from the cross-loading value, where an indicator is considered valid if it has a loading value greater than 0.70 on its own construct compared to other constructs.

**Table 4 Fornell-Larcker Results on Discriminant Validity**

	X1	Y1	Y2	Z1
X1	0.838			
Y1	0.670	0.857		
Y2	0.675	0.624	0.814	
Z1	0.795	0.786	0.733	0.813

Source: Primary data processed, 2025

Based on the Fornell-Larcker Table, it shows that all variables meet the criteria for discriminant validity because the diagonal values (AVE roots) are greater than the correlations between variables.

**Table 5 Cross Loading Results on Discriminant Validity**

	X1	Y1	Y2	Z1
KIK1	0.592	0.619	0.639	<b>0.818</b>
KIK10	0.684	0.628	0.575	<b>0.857</b>
KIK11	0.666	0.642	0.589	<b>0.866</b>
KIK2	0.785	0.739	0.704	<b>0.853</b>
KIK3	0.682	0.743	0.686	<b>0.831</b>
KIK4	0.693	0.673	0.586	<b>0.793</b>
KIK5	0.500	0.566	0.464	<b>0.741</b>
KIK6	0.590	0.596	0.623	<b>0.714</b>
KIK7	0.635	0.607	0.591	<b>0.835</b>
KIK8	0.693	0.642	0.584	<b>0.874</b>
KIK9	0.518	0.522	0.451	<b>0.743</b>
KK1	0.527	0.462	<b>0.822</b>	0.595
KK2	0.335	0.330	<b>0.775</b>	0.395
KK3	0.485	0.515	<b>0.831</b>	0.498
KK4	0.443	0.472	<b>0.798</b>	0.534
KK5	0.663	0.552	<b>0.840</b>	0.687
KK6	0.639	0.582	<b>0.787</b>	0.665
KK7	0.544	0.564	<b>0.812</b>	0.680
KK8	0.630	0.501	<b>0.844</b>	0.601

KO1	0.636	<b>0.868</b>	0.659	0.661
KO2	0.608	<b>0.899</b>	0.501	0.718
KO3	0.564	<b>0.884</b>	0.391	0.670
KO4	0.538	<b>0.824</b>	0.491	0.736
KO5	0.519	<b>0.804</b>	0.644	0.570
KT1	<b>0.765</b>	0.425	0.477	0.459
KT2	<b>0.873</b>	0.520	0.664	0.683
KT3	<b>0.897</b>	0.598	0.621	0.708
KT4	<b>0.848</b>	0.589	0.485	0.653
KT5	<b>0.848</b>	0.641	0.593	0.768
KT6	<b>0.775</b>	0.579	0.482	0.646
KT7	<b>0.851</b>	0.551	0.610	0.694

The cross-loading test results show that the measurement item construct values are greater than other construct measures. This indicates that there is a correlation between each research variable.

The criteria for testing reliability in this study were based on composite reliability values as the main requirement for construct reliability. In addition, Cronbach's alpha values were also used as a measure of internal consistency of the indicators that form a construct. According to Sholihin and Ratmono (2020), the higher the values of these two measures, the higher the reliability level, with a minimum recommended threshold of 0.70. The composite reliability and Cronbach's alpha values in this study are presented in Table 6 as the basis for assessing the stability and consistency of construct measurement.

**Table 6 Composite Reliability dan Cronboach's Alpha**

Variabel	Cronbach's alpha	Composite reliability
Transformational Leadership (X1)	0.929	0.935
Organizational Commitment (Y1)	0.909	0.912
Job Satisfaction (Y2)	0.928	0.935
Employee Performance (Z1)	0.948	0.952

### Structural Model (Inner Model)

Structural evaluation or inner model is conducted by assessing the R-square value on the dependent construct and the t-statistic value from the path coefficient test. This test is conducted using the bootstrapping method.

### R-Squared

R-square ( $R^2$ ) is used to measure the proportion of variability in the dependent variable that can be explained by the independent variables in the research model. The  $R^2$  value indicates the strength of the model in explaining data variance. According to Hair et al. (2019), the criteria for interpreting  $R^2$  are as follows: an  $R^2$  value  $> 0.75$  indicates a strong model, an  $R^2$  value  $> 0.50$  indicates a moderate model, and an  $R^2$  value  $> 0.25$  indicates a weak model. The results of the  $R^2$  test in this study are presented in Table 7 below:

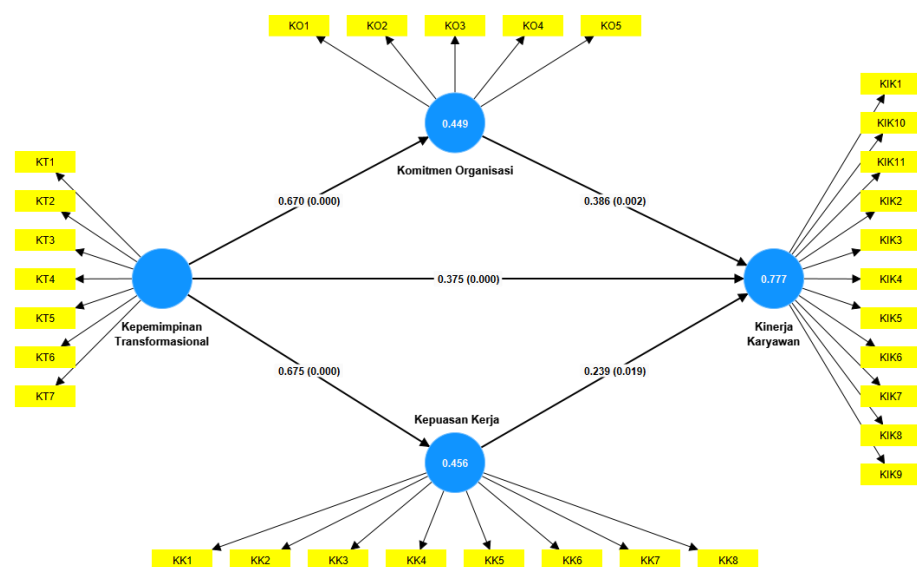
**Table 7 R Squared**

	<i>R-square</i>	<i>R-square adjusted</i>
Organizational Commitment (Y1)	0.449	0.435
Job Satisfaction (Y2)	0.456	0.442
Employee Performance (Z1)	0.777	0.758

Based on the results of the R-squared analysis, the research model shows varying predictive abilities for each dependent variable. Transformational Leadership (X1) is able to explain 44.9% of the variation in Organizational Commitment (Y1) and 45.6% of the variation in Job Satisfaction (Y2), indicating an almost equal influence on both mediating variables. The strongest model is seen in the prediction of Employee Performance (Z1) with an R-squared value of 77.7%, where the combination of Transformational Leadership, Organizational Commitment, and Job Satisfaction together can explain most of the variation in employee performance.

### Hypothesis Testing

Path coefficient testing aims to measure the strength and direction of relationships between variables in a structural model. These path coefficients represent the magnitude of the influence exerted by independent variables on dependent variables, thereby serving as a basis for testing research hypotheses. In path coefficient testing, three main indicators must be considered: p-value, t-statistic, and original sample. First, the p-value is used to determine the significance of the relationship between variables. If the p-value is  $< 0.05$ , the relationship between the independent and dependent variables is considered significant. Conversely, if the p-value is  $> 0.05$ , the relationship is not significant. The results of the t-statistic, p-values, and original sample tests can be seen in Figure and Table 8.



Picture 3 PLS-SEM Model Struktural > bootstrapping results

Table 8 Path Coefficients

Direct Effects	Original Sample	T statistics	P values	Hipotesis
X1 -> Z1	0.375	3.646	0.000	Diterima
X1 -> Y1	0.670	6.701	0.000	Diterima
X1 -> Y2	0.675	9.052	0.000	Diterima
Y1 -> Z1	0.386	3.101	0.002	Diterima
Y2 -> Z1	0.239	2.339	0.019	Diterima

The path coefficient test in Table 8 shows the following results:

- The first hypothesis (H1) states that Transformational Leadership (X1) has a positive and significant effect on Employee Performance (Z1). Based on the path coefficient test results, the original sample value is 0.375, the t-statistic value is 3.646, and the p-value is 0.000. Since the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ , the effect of transformational leadership on employee performance is statistically significant. The results of this hypothesis testing



prove that transformational leadership has a positive and significant effect on employee performance.

- The second hypothesis (H2) states that Transformational Leadership (X1) has a positive and significant effect on Organizational Commitment (Y1). Based on the path coefficient test results, the original sample value is 0.670, the t-statistic value is 6.701, and the p-value is 0.000. Since the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ , the effect of transformational leadership on organizational commitment is statistically significant. The results of this hypothesis testing prove that transformational leadership has a positive and significant effect on organizational commitment.
- The third hypothesis (H3) states that Transformational Leadership (X1) has a positive and significant effect on Job Satisfaction (Y2). Based on the path coefficient test results, the original sample value is 0.675, the t-statistic value is 9.052, and the p-value is 0.000. Since the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ , the effect of transformational leadership on job satisfaction is statistically significant. The results of this hypothesis testing prove that transformational leadership has a positive and significant effect on job satisfaction.
- The fourth hypothesis (H4) states that Organizational Commitment (Y1) has a positive and significant effect on Employee Performance (Z1). Based on the path coefficient test results, the original sample value is 0.386, the t-statistic value is 3.101, and the p-value is 0.002. Since the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ , the effect of organizational commitment on employee performance is statistically significant. The results of this hypothesis testing prove that organizational commitment has a positive and significant effect on employee performance.
- The fifth hypothesis (H5) states that Job Satisfaction (Y2) has a positive and significant effect on Employee Performance (Z1). Based on the path coefficient test results, the original sample value is 0.239, the t-statistic value is 2.339, and the p-value is 0.019. Since the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ , the effect of job satisfaction on employee performance is statistically significant. The results of this hypothesis testing prove that job satisfaction has a positive and significant effect on employee performance.
- The sixth hypothesis (H6) states that Transformational Leadership, Organizational Commitment, and Job Satisfaction simultaneously have a positive and significant effect on Employee Performance. Based on the simultaneous test results (F-test), the calculated F-value is 111.78 and the table F-value is 2.67 at a significance level of 0.05. Since the calculated F-value (111.78) is greater than the table F-value (2.67), the simultaneous effect of the three independent variables on employee performance is statistically significant. The results of this hypothesis testing prove that transformational leadership, organizational commitment, and job satisfaction together have a positive and significant influence on employee performance with a coefficient of determination ( $R^2$ ) of 0.777, indicating that 77.7% of the variation in employee performance can be explained by these three independent variables.

## 5. Conclusions

The results of the hypothesis analysis revealed several key findings: First, transformational leadership showed a significant positive influence on three critical variables: employee performance, organizational commitment, and job satisfaction. Second, organizational commitment and job satisfaction were also empirically proven to mediate the relationship between transformational leadership and employee performance. A more in-depth analysis shows that collectively, these three independent variables can explain 77.7% of the variance in employee performance, indicating the model's substantial predictive power.

These findings confirm the dual effects of transformational leadership: (1) a direct effect on performance improvement, and (2) an indirect effect through increased organizational commitment and job satisfaction. The research results strongly support the proposition that transformational leadership functions as a strategic mechanism that not only directly

improves productivity but also creates a conducive work environment through strengthened organizational commitment and increased job satisfaction.

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