

The Influence of Transformational Leadership and Organizational Culture on Employee Performance Through Organizational Commitment

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Abstract

Human resources (HR) play an important role in the success of an organization, including in the government sector such as the Sinjai Religious Court. Optimal employee performance reflects the effectiveness of the organization and is the main indicator of quality public service. This study aims to analyze the effect of transformational leadership and organizational culture on employee performance, with organizational commitment as a mediating variable. The study used a quantitative approach with a survey method, and sampling was carried out using a saturated sampling technique, involving the entire population of 49 respondents. The data analysis technique used the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) through SmartPLS 4.0 software. The results of the analysis showed that transformational leadership had a positive and significant effect on organizational commitment with a P-Value of $0.043 < 0.05$. This finding indicates that the characteristics of transformational leaders such as inspiration, individual attention, and intellectual stimulation can increase employee commitment. However, interviews with employees indicated that performance was more determined by compliance with work procedures and professionalism, rather than direct direction from the leader. This shows that the influence of leadership on performance is not proven to be significant directly, but has more impact through increasing organizational commitment. Transformational leadership can indirectly strengthen employee performance through increased organizational commitment, especially in institutions that have formal and standard work systems.

Introduction

Human resources (HR) are a key element in the success of government agencies in achieving their goals (Septiana et al., 2023; Ahmad et al., 2024; Haq, 2024). Quality HR can increase organizational effectiveness, influence performance, and ensure the sustainability of optimal public services. In the context of government, competent and integrated employees play a direct role in policy implementation, administrative management, and the provision of quality public services.

Employee performance is the main indicator in assessing the success of an organization in carrying out its duties and functions (Husain & Santoso, 2022; Wahidah et al., 2024; Rojak et al., 2024). Optimal performance not only reflects individual effectiveness but also contributes to the achievement of overall organizational goals. According to Hanafi & Zulkifli (2018), employee performance serves as a benchmark for success, motivation for employees, and guidelines in achieving established work standards, both in terms of quantity and quality.

The Indonesian Constitution, in Article 28D Paragraph (1) of the 1945 Constitution, emphasizes that every individual has the right to receive recognition, guarantees, protection, and fair legal certainty and equal treatment before the law. In the context of judicial institutions, employee performance must be based on the principles of justice, professionalism, and integrity in accordance with applicable regulations. Align with research from Husain & Santoso (2022), judicial apparatus has a responsibility to carry out its duties with transparency and accountability in order to ensure equal legal services for the community.

In addition, Article 33 Paragraph (4) of the 1945 Constitution states that the national economy must be organized based on the principles of sustainability, efficiency, and justice. The implication of this provision is that employee performance in the government sector, including in judicial institutions, must contribute to increasing efficiency and productivity in order to support sustainable development. Employee performance is influenced by various factors, including leadership, organizational culture, and motivation. Align with research from Kholilah et al. (2021), factors that influence performance include ability and expertise, knowledge, work design, personality, work motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

The importance of good performance in judicial institutions is closely related to public trust in the legal system (Rumadan, 2017; Sagala et al., 2024; Magalhães & Garoupa, 2024). The public assesses the effectiveness of the justice system based on the speed and timeliness of case resolution. Therefore, improving employee performance at the Sinjai Regency Religious Court not only impacts operational efficiency, but also contributes to public perception of the professionalism and credibility of the judicial institution in upholding justice. Based on data obtained from the annual report of the Sinjai Religious Court, there are significant fluctuations in employee performance, especially in terms of case resolution productivity. In 2022, this court managed to resolve 1,200 cases out of 1,500 cases received, with a resolution rate of 80%. However, in 2023, there was a significant decline, where only 950 cases could be resolved out of 1,400 cases received, with the resolution rate dropping to 67.86%. This decline is an indication of problems in employee performance that need further analysis.

One of the main factors that influences organizational performance is the leadership applied (Hidayati et al., 2021; Pisiwati et al., 2024). Transformational leadership, which emphasizes employee empowerment and motivation, is seen as an effective approach to improving individual and organizational performance. According to Kurniawan et al. (2022), transformational leaders are able to inspire their employees to work beyond personal interests for the advancement of the organization. In the context of the Sinjai Religious Court, leadership effectiveness plays a major role in creating a productive work environment. However, there are still gaps in the implementation of leadership that can provide positive encouragement for employees. Lack of communication between leaders and staff and unclear work standards are obstacles to achieving optimal performance (Yuliana & Sholeha, 2024). Leadership that is not fully effective in encouraging employee motivation and performance. Although there are leaders who try to apply a transformational leadership style, the lack of communication between leaders and staff, as well as unclear goals and work standards hinder the achievement of optimal performance. Many employees feel that they do not get enough support from their superiors, which has an impact on low levels of productivity and job satisfaction (Soegandhi & Sutanto, 2013). This is reflected in the decline in the level of case resolution in 2023 compared to the previous year (2022). Lack of effective interaction between leaders and staff, unclear direction and goals of the organization, and low employee motivation to work beyond personal interests for the sake of the organization.

Employee commitment to the organization also plays an important role in determining their performance. According to Fitria & Linda's (2020) organizational commitment theory, there are three main aspects of employee commitment, namely affective commitment (emotionally based), continuance commitment (profit based), and normative commitment (morally based). Employees who have high commitment tend to be more loyal and productive. However, at the Sinjai Religious Court, the level of employee commitment still varies. Some employees show high dedication, while others work with minimal motivation. Factors such as lack of incentives and limited career development opportunities can be the cause of low commitment to the organization (Zendrato et al., 2024). The varying level of employee commitment is an obstacle to achieving optimal performance. Some employees show high dedication, but there are also those who are less involved in their duties, especially in terms of resolving cases which decreased in 2023. Factors such as limited incentives and lack of career development opportunities are the main causes of low levels of commitment to the organization (Setiawan, 2025). This affects employee motivation and loyalty, which leads to decreased productivity and performance. Lack of adequate incentives, minimal career development opportunities, and lack of appreciation for high-performing employees (Rezki & Rifa'I, 2024). This has implications for a low sense of responsibility and motivation to make maximum contributions to the organization. The existing research gap shows that although many studies have examined the relationship between leadership, organizational culture, and employee performance, very few studies have focused on the context of judicial institutions, especially in Indonesia. Research by Pratiko (2025), regarding transformational leadership in the public sector that examines organizational culture in judicial institutions, has not provided an in-depth picture of the interaction between leadership, culture, and organizational commitment in improving employee performance, especially in Religious Courts. This limitation indicates the need for more comprehensive research on the influence of these three factors in the context of judicial institutions (Putri et al., 2025).

This study aims to fill the gap by analyzing the influence of transformational leadership and organizational culture on employee performance at the Sinjai Regency Religious Court, by considering the role of organizational commitment as an intervening variable. Through this study, it is expected to find solutions that can help improve employee performance through the implementation of more effective leadership, strengthening a supportive organizational culture, and increasing employee commitment to the organization. This study is expected to provide significant contributions to the development of theory and practice in human resource management in the judicial sector, as well as provide recommendations for the Sinjai Religious Court and other judicial institutions in improving their employee performance.

Methods

The type of research used is quantitative research that presents research results in the form of numbers. Subhaktiyasa (2024), explains that the quantitative method is said to be a method that emphasizes more on the objective measurement aspect of social phenomena. In order to be able to carry out measurements, each social phenomenon is described into several components of problems, variables and indicators. Each variable that is determined is measured by providing different number symbols according to the category of information related to the variable. By using these number symbols, quantitative mathematical calculation techniques can be carried out so that they can produce a conclusion that applies generally within a parameter. According to Susanti (2005), a sample is part of a population that is selected using a certain method to represent the entire population in the study. The sample in this study uses a saturated sample where the population is the same as the number of samples of 49 people. The variables in this study are classified into three, namely Independent Variables (free) and Dependent Variables

(bound) and Intervening Variables. This study has two Independent Variables, one Dependent Variable. This study measures the influence of Transformational Leadership and Organizational Culture on Employee Performance, with Organizational Commitment as a mediating variable. To ensure that each research variable can be measured clearly and precisely, operational definitions are prepared in accordance with relevant theories.

Data Analysis Techniques

Data analysis techniques are methods used to process research results and draw conclusions, where in associative or causal research, Partial Least Square (PLS) path analysis is used. Validity testing aims to measure the validity of the instrument, carried out through Pearson product moment correlation, with the criteria of p value <0.05 indicating a valid instrument. Convergent validity is indicated by a loading factor value of ≥ 0.60 and AVE > 0.50, while discriminant validity is assessed from cross loading > 0.70. Reliability testing measures the consistency of the measuring instrument with the Composite Reliability (CR) and Cronbach's Alpha indicators, where a value of ≥ 0.60 is considered sufficient for exploratory research. Hypothesis testing uses the SEM method with SmartPLS, with the basis for decision making based on a probability value of <0.05 which indicates a significant effect.

Results and Discussion

Transformational Leadership

Table 1. Transformational Leadership

Transformational Leadership													
Indicator	TS		KS		N		S		SS		Total		average
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	1	2,04	6	12,24	5	10,20	12	24,49	25	51,02	49	100,00	4,10
X1.2	1	2,04	4	8,16	7	14,29	16	32,65	21	42,86	49	100,00	4,06
X1.3	0	0,00	3	6,12	5	10,20	13	26,53	28	57,14	49	100,00	4,35
X1.4	0	0,00	3	6,12	2	4,08	9	18,37	35	71,43	49	100,00	4,55
X1.5	2	4,08	5	10,20	9	18,37	6	12,24	27	55,10	49	100,00	4,04
X1.6	1	2,04	2	4,08	5	10,20	15	30,61	26	53,06	49	100,00	4,29
X1.7	0	0,00	4	8,16	8	16,33	20	40,82	17	34,69	49	100,00	4,02
X1.8	0	0,00	3	6,12	8	16,33	16	32,65	22	44,90	49	100,00	4,16

Source: Excel Data Processing

Overall, transformational leadership received a very positive reception from respondents, with all indicators having an average score above 4.00 (on a scale of 5.00). This shows that respondents generally agree and acknowledge the existence of transformational leadership characteristics in the organization. Indicator X1.4 My leader always pays attention to the needs of individuals in the office, got the highest score with an average of 4.55 and 71.43% of respondents answered Strongly Agree. No respondents answered Disagree, indicating that this aspect is the main strength of transformational leadership felt by almost all respondents.

The majority of respondents tended to answer in the positive category (Agree and Strongly Agree) for all indicators, with the combined percentage of the two categories always above 50%. This shows the consistency of positive perceptions towards various aspects of

transformational leadership. Indicator X1.7 My leader often provides challenges that improve my thinking skills, had the lowest average score (4.02) although it is still relatively high. This area may require more attention for further strengthening in the practice of transformational leadership. Indicator X1.5 My leader always encourages us to think creatively to find new solutions. shows a more varied distribution of answers, with 4.08% answering Disagree and 10.20% Less Agree, indicating that there are several different views on this aspect compared to other indicators.

With a high overall average score (ranging from 4.02-4.55), it can be concluded that transformational leadership has been implemented effectively and is well received by members of the organization. This has the potential to have a positive impact on the performance, motivation, and commitment of members of the organization. The data shows that the practice of transformational leadership in this organization has been running well and has received positive responses from the majority of respondents. This finding indicates that the leader has succeeded in inspiring, motivating, and influencing members of the organization in accordance with the principles of transformational leadership.

Data analysis

Structural Equation Modeling-Partial Least Squares (SEM-PLS)

using SmartPLS software. Sholihin & Ratmono (2021) stated that in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Wold (Karl Joreskog's academic supervisor). SEM-PLS can therefore be viewed as a nonparametric approach to CB-SEM. In addition, when the CB-SEM assumptions are not met, SEM-PLS can be the right method for testing the theory. states that if the data meets the CB-SEM assumptions precisely, such as minimum sample size and normal distribution, then choose CB-SEM. If not met, choose SEM-PLS. SEM-PLS is a nonparametric approach; can work well even for extremely non-normal data.

Outer Model Evaluation (Measurement Model): Validity and Reliability Testing

Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Kusumaningrum & Mahardik, 2024). There are two criteria for assessing whether the outer model (measurement model) meets the convergent validity requirements for reflective constructs, namely (1) loading must be above 0.7 and (2) the p value is significant (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in some cases, the loading requirement above 0.7 is often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Primandaru & Andriyani, 2019). Indicators with loading below 0.40 must be removed from the model. However, for indicators with loadings between 0.40 and 0.70, we should analyze the impact of the decision to delete the indicator on the average variance extracted (AVE) and composite reliability. We can delete indicators with loadings between 0.40 and 0.70 if the indicator can increase the average variance extracted (AVE) and composite reliability above its threshold (Yulius et al., 2023). The AVE threshold is 0.50 and composite reliability is 0.7. Another consideration in deleting an indicator is its impact on the content validity of the construct. Indicators with small loadings are sometimes retained because they contribute to the content validity of the construct (Febrian et al., 2023).

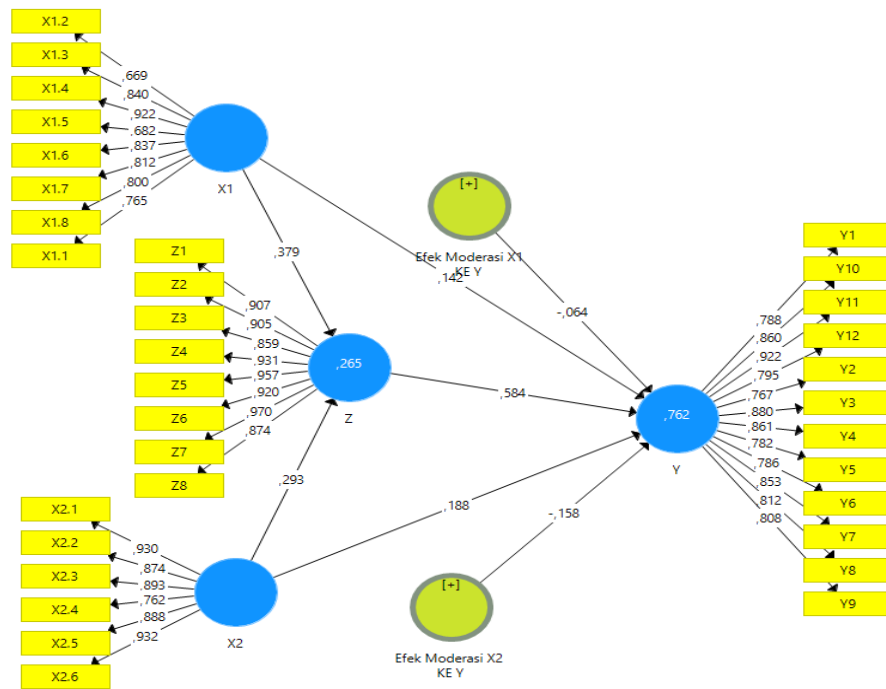


Figure 1. Validity Testing based on Factor Loading

Explanation of Validity Testing based on Factor Loading. Based on the results of the SEM-PLS model analysis, it is known that variables X1 and X2 each consist of several indicators that have shown fairly good construct validity. Most of the indicator loading values are above 0.7, which indicates that these indicators significantly reflect their respective constructs. Variables X1 and X2 have a positive influence on variable Z, each with a path coefficient of 0.379 and 0.293. This shows that increasing values in X1 and X2 tend to increase the value of Z. Furthermore, variable Z has a significant and strong influence on variable Y with a coefficient value of 0.584. This indicates that Z plays an important role as a mediator between X1 and X2 on Y.

Meanwhile, the direct influence of X1 and X2 on Y shows negative results, respectively -0.064 and -0.158, which indicates that without the presence of Z, the direct contribution of X1 and X2 to Y is relatively weak and insignificant. Interestingly, there is a positive moderation effect of the interaction of X1Z and X2Z on Y with coefficient values of 0.142 and 0.188, respectively. This means that variable Z not only acts as a mediator, but also as a moderator that strengthens the relationship between X1 and X2 on Y.

The R-square value for variable Z is 0.265, which means that X1 and X2 are able to explain variable Z by 26.5%. While for variable Y, the R-square value reaches 0.762, which shows that the combination of X1, X2, Z, and their moderation interactions are able to explain 76.2% of the variation in Y. This is a high number and shows that the model has strong predictive power for variable Y. Based on the validity test of the factor loading in Table 4.2 and Figure 4.1, it is known that all loading values are > 0.7 , which means that they have met the validity requirements based on the loading value. Furthermore, validity testing is carried out based on the average variance extracted (AVE) value.

Table 2. Validity Testing based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Moderation Effect X1 TO Y	1,000
Moderation Effect X2 TO Y	1,000
X1	,632
X2	,778
Y	,684
Z	,839

Source: Smart PLS 4 Data Processing

The recommended AVE value is above 0.5). It is known that all AVE values are > 0.5 , which means that they have met the validity requirements based on AVE. Furthermore, reliability testing is carried out based on the composite reliability (CR) value.

Table 3. Reliability Testing based on Composite Reliability (CR)

	Composite Reliability
Moderation Effect X1 TO Y	1,000
Moderation Effect X2 TO Y	1,000
X1	,931
X2	,954
Y	,963
Z	,977

Source: Smart PLS 4 Data Processing

The recommended CR value is above 0.7. It is known that all CR values are > 0.7 , which means that they have met the reliability requirements based on CR. Furthermore, reliability testing is carried out based on the Cronbach's alpha (CA) value.

Table 4. Reliability Testing based on Cronbach's Alpha (CA)

	Cronbach's Alpha
Moderation Effect X1 TO Y	1,000
Moderation Effect X2 TO Y	1,000
X1	,916
X2	,942
Y	,958
Z	,972

Source: Smart PLS 4 Data Processing

The recommended CA value is above 0.7. It is known that all CA values are > 0.7 , which means that they have met the reliability requirements based on Cronbach's alpha. Furthermore, discriminant validity testing was carried out using the Fornell-Larcker approach. Table 4 presents the results of the discriminant validity test.

Table 5. Discriminant Validity Test

	Reliabilitas Komposit	Akar AVE
Moderation Effect X1 TO Y	1,000	1
Moderation Effect X2 TO Y	1,000	1
X1	,931	,964
X2	,954	,976
Y	,963	,981

Z	,977	,988
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Source: Smart PLS 4 Data Processing

In the discriminant validity test, the AVE square root value of a latent variable is compared with the correlation value between the latent variable and other latent variables. Based on Table 5, the AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the discriminant validity requirements.

Significance of Influence (Boostrapping) (Hypothesis Testing) (Inner Model)

Table 6 Path Coefficient Test & Significance of Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Moderation Effect X1 KE Y -> Y	-,064	-,043	,162	,394	,694
Moderation Effect X2 KE Y -> Y	-,158	-,108	,183	,864	,388
X1 -> Y	,363	,407	,250	1,453	,147
X1 -> Z	,379	,467	,221	1,714	,043
X2 -> Y	,359	,453	,216	1,834	,046
X2 -> Z	,293	,297	,204	1,432	,153
Z -> Y	,584	,598	,274	2,134	,033

Source: Smart PLS 4 Data Processing

Organizational Commitment (Z) cannot moderate between Transformational Leadership (X1) and Employee Performance (Y) with P Values $0.694 > 0.05$ (Hypothesis rejected). Organizational Commitment (Z) cannot moderate between Organizational Cultural Leadership (X2) and Employee Performance (Y) with P Values $0.388 > 0.05$ (Hypothesis rejected). Transformational Leadership (X1) has a Positive and Significant Influence on Employee Performance (Y) with P-Values $0.147 > 0.05$. (Hypothesis rejected). Transformational Leadership (X1) has a Positive and Significant Influence on Organizational Commitment (Z) with P-Values $0.043 < 0.05$. (Hypothesis accepted). Organizational Culture (X2) Has a Positive and Significant Influence on Employee Performance (Y) with a P-Value of $0.046 < 0.05$. (Hypothesis accepted). Organizational Culture (X2) Does Not Have a Positive and Significant Influence on Organizational Commitment (Z) with a P-Value of $0.153 > 0.05$. (Hypothesis rejected). Organizational Commitment (Z) Has a Positive and Significant Influence on Employee Performance (Y) with a P-Value of $0.033 < 0.05$. (Hypothesis accepted)

R square test

R-square (R^2) in Partial Least Squares Structural Equation Modeling (PLS-SEM) is a measure that shows the amount of variance of endogenous (dependent) variables that can be explained by the model. In SmartPLS software, the R^2 value indicates how well the latent variables in your model explain the variance in the target construct. This value represents the predictive power of the structural model

Table 7. R-Square

	R Square
Y	,762
Z	,265

It is known that the R-Square value of Employee Performance (Y) is 0.762, which means that (X1, X2,) can explain Employee Performance (Y) by 76.2%. And organizational commitment can influence by 26.5%

Goodness of Fit Model Testing

Goodness of Fit (GoF) testing in SmartPLS is used to evaluate the overall suitability of the model. In PLS-SEM, there is no single GoF measure as in CB-SEM, but rather uses several different indicators to assess the quality of the model.

Table 8. Goodness of Fit Model Testing

	Model Saturated	Model Estimasi
SRMR	,143	,143
d ULS	10,756	10,756
d G	23,371	23,371
Chi-Square	1822,044	1822,044
NFI	,341	,341

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.1 ≤ 0.1, so it is concluded that the model is FIT.

Discussion

Transformational Leadership (X1) Has a Positive and Significant Influence on Organizational Commitment (Z)

The results of your study indicate that Transformational Leadership (X1) has a positive and significant effect on Organizational Commitment (Z) with a P-Value of 0.043 <0.05. The P-Value of 0.043 is below the significance threshold of 0.05, which provides strong statistical evidence to conclude that there is a significant effect of Transformational Leadership on Organizational Commitment. This value indicates that this result occurred by chance, very small (less than 5%). This finding strengthens the theoretical basis stating that transformational leadership style, with characteristics such as idealistic influence, inspirational motivation, intellectual stimulation, and individual attention, can increase employee commitment to the organization. This result is consistent with previous studies, such as the study by Widyastuti & Manara (2014), which has identified a positive relationship between transformational leadership and organizational commitment.

Transformational leadership helps employees to identify with the vision and values of the organization, which in turn strengthens their emotional bond with the organization (affective commitment). Through the articulation of a clear and inspiring vision, transformational leaders help employees see the alignment between their personal values and the values and goals of the organization, which strengthens normative commitment. The individual attention provided by transformational leaders creates a sense of indebtedness and reciprocal obligation from employees, which can translate into continued commitment. The intellectual stimulation provided by transformational leaders helps employees see deeper meaning in their work, which strengthens affective and normative commitment. With the dominance of young employees

(53.06% aged 25 years) at the Sinjai Religious Court, transformational leadership can be very effective in building organizational commitment.

Young employees who are still in the early stages of their careers are more responsive to leaders who provide inspiration, intellectual stimulation, and individual attention. The relatively balanced distribution of tenure (38.77% have worked for 5 years, 34.69% have worked for 3 years, and 26.53% have worked for 7 years) indicates that transformational leadership is effective in building commitment at various stages of employee careers. In the context of religious court institutions that have strong missions and values, transformational leadership can be a bridge that connects employees' personal values with institutional values, thereby strengthening organizational commitment. interview, Muhajir Hilaly Amin, A.Md said that employee performance at the Sinjai Religious Court is more determined by compliance with procedures and professionalism, compared to the direct influence of leadership style. He added that the work environment in the judicial institution already has a clear workflow and operational standards, so that employees move more within the framework of rules rather than on the basis of direction or inspiration from leaders. This indicates that, in the context of the Sinjai Religious Court, the influence of transformational leaders on improving performance has not been statistically proven.

Conclusion

Transformational Leadership Has a Positive and Significant Influence on Organizational Commitment Reason: Leaders who apply transformational leadership style can increase employee organizational commitment through inspiration, support, and attention to individual employee needs. Employees who feel supported and appreciated tend to have a stronger sense of attachment to the organization, thus increasing their commitment to work.

Although transformational leadership does not directly affect performance, its influence on organizational commitment, which then affects performance, shows an important indirect pathway. Leaders can increase intellectual stimulation through capacity building programs. Strengthen inspirational motivation with clear vision articulation. Provide individual attention according to the characteristics of employees who are predominantly young.

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